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PRIVATE INDUSTRY COUNCIL
EVALUATION COMMITTEE
AGENDAS AND MINUTES
1997 - 1999

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JUN 03 1997

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PRIVATE INDUSTRY COUNCIL
of San Francisco, Inc.
DRAFT MINUTES OF THE JOINT
EVALUATION AND PLANNING COMMITTEES MEETING
(JANUARY 3, 1997)

Present:

Leslie Luttgens, Steve Arcelona, John Cammidge, John Dewes, Tom Evans, Gary Fitschen, Carol Piasente, Michael Wald

Absent:

Brenda Cochrane, Fred Jordan, Sue Lee, Natalie Lopes, Maurice Lim Miller, Brian Murphy

Meeting was reconvened at 2:25 p.m. by Leslie Luttgens, Chairwoman.

Motion to adopt agenda

Moved by John Dewes and seconded by John Cammidge.

Ayes: Steve Arcelona, John Cammidge, John Dewes, Tom Evans, Gary Fitschen, Carol Piasente, Michael Wald

Nays: None

Abstentions: None

Motion passed.

Motion to approve minutes of the December 5 and 19 meetings of the Committee.

Moved by Tom Evans and seconded by John Dewes.

Ayes: Steve Arcelona, John Cammidge, John Dewes, Tom Evans, Gary Fitschen, Carol Piasente, Michael Wald

Nays: None

Abstentions: None

Motion passed.

Michael Wald recommended the public assistance goal be increased to 50% for the JTPA Title IIA "Basic Adult" program without identifying goals for the subcategories.

Concern focused on the impact that such a goal would have on the overall design to provide equitable services.

Mr. Wald stated he hoped the Committee would be able to revisit this matter when there should be data from other employment and training funders such as the Mayor's Office of Community Development, Mayor's Office of Children, Youth and their Families, etc.

Mr. Evans asked if there was any change to the PIC staff recommendation regarding the service to homeless individuals.

Mr. Arcelona referenced the supplemental report prepared by the PIC staff displaying the amount of funds that are now available from the PIC and sources of funds other than the PIC.

Mr. Wald asked if the wording in recommendation 5.a. that placement services should focus its emphasis on jobs in the "permanent" (as opposed to the "contingent") job market, including fringe benefits, especially health insurance.

Mr. Evans restated his position that emphasis include jobs that lead to career ladders.

Ms. Tsougarakis pointed out that the need is so large, that the emphasis should be getting the larger corporations to provide entry level jobs and allow the new hire to work their way up the corporate ladder.

Mr. Lawrence asked if consideration and recognition should be given to self-employment activities. Ms. Luttgens stated the Committee has not looked at this particular issue but that it was worth further investigation at a future time.

Mr. Fitschen pointed out that with the circumstances surrounding this issue, perhaps it is time to reconsider how the resources are used and what the target group should be. More SDAs have shifted their emphasis from training to job readiness.

Mr. Randolph cited that since 1981 the number of major corporations have diminished dramatically and one of the major reasons the employment rate has been sustained is due to start up and small companies.

Ms. Piasente added that the small business is where the jobs are being created, the larger companies are down-sizing rather than creating jobs.

Mr. Wald requested the Request For Proposal (RFP) allow for any changes in local labor market conditions or changes in characteristics of those needing employment and training services.

Motion to accept PIC staff recommendations for the PY'97 basic design.

Moved by John Dewes and seconded by Carol Piasente

Ayes: Steve Arcelona, John Cammidge, John Dewes, Tom Evans, Gary Fitschen, Carol Piasente, Michael Wald

Nays: None

Abstentions: None

The motion passed with the following three amendments.

Motion to amend the original motion to set a goal of 50 % service level for public assistance recipients in JTPA Title IIA-77% only with no breakdown on the subcategories.

Moved by Michael Wald and seconded by Tom Evans.

Ayes: Steve Arcelona, John Cammidge, John Dewes, Tom Evans, Gary Fitschen, Carol Piasente, Michael Wald

Nays: None

Abstentions: None

Amendment passed.

Motion to amend the original motion to include jobs in temporary employment services that meet the "permanent" job criteria.

Moved by Carol Piasente and seconded by John Cammidge

Ayes: Steve Arcelona, John Cammidge, John Dewes, Tom Evans, Gary Fitschen, Carol Piasente, Michael Wald

Nays: None

Abstentions: None

Amendment passed.

Motion to amend the original motion to allow the flexibility to change the characteristics of those needing employment and training services after evaluating the results and looking at the possible changes in those who need these services.

Moved by Michael Wald and seconded by John Dewes

Ayes: Steve Arcelona, John Cammidge, John Dewes, Tom Evans, Gary Fitschen, Carol Piasente, Michael Wald

Nays: None

Abstentions: None

Amendment passed.

Topics for future discussion of the Evaluation Committee included movement toward "contract" employees, tracking of participants as they move within a company or organization, placement in unions, acquisition of "soft" skills, "readiness" skills, and entrepreneurial training.

Craig Martin asked about the City's requirement that employers receiving City contracts hire San Francisco residents be looked at as there are many construction jobs paying very high wages. It was mentioned that the Human Rights Commission monitors those City contracts and the results.

Meeting adjourned at 3:35 p.m.

A very faint, grayscale background image of a classical building, possibly a temple or a government building, featuring four prominent columns and a triangular pediment. The image is out of focus and serves as a subtle backdrop for the text.

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JAN 03 1997

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PRIVATE INDUSTRY COUNCIL
of San Francisco, Inc.
MEMORANDUM

TO: ALL MEMBERS OF THE COUNCIL
MAYOR WILLIE L. BROWN, JR.
Leslie Luttgens *Brent Andrew*

FROM: LESLIE LUTTGENS AND BRENT ANDREW, CHAIRPERSONS

SUBJECT: JOINT EVALUATION AND PLANNING COMMITTEES' PROPOSED DESIGN FOR THE
PY'97 MODIFICATION TO SAN FRANCISCO'S PY'96-97 JOB TRAINING PLAN

DATE: JANUARY 3, 1997

As a result of three public hearings held on December 5th, 19th, and on January 3rd (the last, in a joint meeting with the Planning Committee), the Evaluation Committee formulated the following recommendations for the Basic Design of the PY'97 Modification to San Francisco's PY'96-97 Job Training Plan. A "Map" of these issues is being provided to facilitate discussion and decision-making.

Eligible Populations to be Served

1. Since the age, gender, and race/ethnic estimates of San Francisco's economically disadvantaged population that were published by the Labor Market Information Division of the State's Employment Development Development (EDD/LMID) in January of 1994 and that were used as the bases for the basic enrollment goals that were adopted by the Council and the Mayor for San Francisco's PY'94-95 and PY'96-97 Job Training Plans are not anticipated to change significantly or at all, the Committee recommends that those same basic enrollment goals be reaffirmed for the PY'97 Modification of the latter Job Training Plan. Please refer to Attachment 1 to this report for each of those previously-established enrollment goals and each of the following recommended additions to them.
- a. While the Committee does not recommend initially transferring any formula-allocated PY'97 JTPA monies between subpart accounts [e.g., from the Title IIA (77%-Basic Year-Round Economically Disadvantaged Adult) Account to the Title III (Dislocated Worker Formula) Account or vice versus, from the Title IIB (Summer Youth Employment and Training Program) Account to the Title IIC (82%-Basic Year-Round Economically Disadvantaged Youth) Account or vice versus, etc.], it does recommend that the right of the Council and the Mayor to do so later in PY'97, should that need arise, be reasserted in the PY'97 Plan Modification.
- b. The Committee recommends that a specific enrollment goal for women to be trained in nontraditional occupations be established for the plan modification, that it be incorporated into all Requests For Proposals, and in the criteria for selecting responses to those RFPs.
- c. The Committee recommends that a specific enrollment goal for "hard-to-serve, African American Males" be established in the plan modification, that it be incorporated into all Requests For Proposals, and (as in the PY'94-95 Plan) in the criteria for selecting responses to those RFPs.
- d. The Committee recommends that, in anticipation of the new "welfare reform" legislation, the enrollment goal for each category of public assistance recipiency be increased to at least the level that results from the integration of more recent age-stratified data from the San Francisco Department of Human Services (SFDHS) with the earlier estimates of the EDD/LMID.

Although it is not possible to analyze the effects of the multiple regression model for every potential change in local factors, it does appear that the Secretary's PY'96-97 Performance Standards support increasing the enrollment goals for each category of public assistance recipients from the values established in each PY'94-96 subpart plans to at least the estimated representational value of public assistance caseloads in each category as suggested.

At this time, there is no way of predicting what influence or influences the Secretary's Performance Standards for PY'98-'99 Job Training Plans may have on those enrollment goals and there is no way of predicting what the Governor may promulgate as additional performance standards for PY'97 or what its (or their) influence or influences may be on those enrollment goals.

e. The Committee recommends that:

- i. "eligible adults with limited English speaking proficiencies"; and
- ii. "eligible youths who are members of minority racial or ethnic groups";

be reaffirmed as the "seventh barriers to employment" specified by the Council and the Mayor for, respectively, the Titles IIA (77%-Basic Year-Round Adult) and IIC (82%-Basic Year-Round Youth) Subpart Programs.

While both "barriers" are subject to the Governor's approvals and while it is expected that the former would again be approved routinely, approval of the latter may be problematic. The reasons for the uncertainty regarding the Governor's approval of the latter are:

- iii. in June of 1993 (the last time SDA-approved "barriers to employment" were reviewed by the State Job Training Coordinating Council on behalf of the Governor), the SJTCC established a list of fifteen "pre-approved barriers to employment";
- iv. that list of "pre-approved barriers to employment" included (and still includes) "eligible individuals with limited English speaking proficiencies" but excluded (and still excludes) "eligible individuals who are members of minority racial or ethnic groups";
- v. "eligible individuals who are members of minority racial or ethnic groups" were eventually approved by the SJTCC in June of 1993 as a "barrier to employment" for the Title IIC (82%-Basic Year-Round Youth) Subpart of San Francisco's PY'92-'93 Job Training Plan based on 22 pages of documented supporting statistics and a somewhat contentious two-hour public hearing by a committee of the SJTCC; and
- iv. in September 1994, the U.S. Department of Labor published the following in the preamble to the Final JTPA Rules and Regulations (on FR Page 45801): "... a member of a group protected under the civil rights statutes may not be designated as having a barrier to employment solely on the basis of the characteristics that cause them to fall under the civil rights legislation. So, for example, a racial group could not be designated under the additional barrier provisions." This opinion has never been supported, directly or indirectly, by any codified statute or regulation or by any citation thereof.
- f. The Committee recommends that the neighborhood allocations used in the 1994, 1995, and 1996 Title IIB (Summer Youth Employment and Training Program) be continued for the 1997 and subsequent SYETPs until data with a "public use" quality that equals or exceeds those from the 1990 Census become available.
- g. The Committee recommends that one tenth of San Francisco's PY'97 JTPA Title III (50% or 60% Formula) funds be set aside for the continuation of programs serving "long-term unemployed, homeless individuals" and that a separate solicitation be issued for those proposed subcontracts.

Employment Competencies

- 2. The Committee recommends that essentially the same process used to develop "employment competencies" in previous program years be continued in PY'97. In the current process, Staff, on behalf of the Council, solicits proposed subcontracts with specific proposed "employment competencies" that take into account:

- a. skill deficiencies that are projected to be found in the specific segments of the eligible population to be recruited and enrolled in each proposed subcontract; and
- b. skills that are projected to be required by employers for the specific occupations for which training is proposed to be provided.

After the Council and the Mayor select subcontracts for the plan or plan modification they approve (taking into account the "employment competencies" proposed in them and any issues raised by the Planning Committee in its consideration of those subcontracts), representatives of the subcontractor and the PIC negotiate (as their first order of business) specific subcontract language for each subcontract's "employment competencies" taking into account any instructions from the Council. After the PIC's and subcontractors' representatives have reached agreement on the specific language for all "employment competencies" in all subcontracts, they are resubmitted to the Council for its approvals.

The "employment competencies" approved by the Council in August of 1995 for the PY'95 Modification to San Francisco's PY'94-'95 Job Training Plan and in September of this year for San Francisco's PY'96-'97 Job Training Plan are the subject of a "correction action notice" that was issued by the State in June of this year and resolution of that "corrective action notice" constitutes one of at least two "conditions" of the Governor's approval of the latter.

The position of representatives of the State seems to be that "employment competencies" should be based only on skills that are required by employers for the specific occupations for which training is proposed to be provided, their assumption that those skill competencies are relative uniform (or "standardized") among all employers for the same occupations, and those "employment competencies" should not take into account any "skill deficiencies that are projected to be found in the specific segments of the eligible population to be recruited and enrolled in each subcontract".

Several years ago, the Council's *ad hoc* "Gap Committee" determined that, while San Francisco's largest employers may characterize their basic educational skill requirements in the same or similar language, they are, in fact, quite different from one another when each employer's differing, unstandardized instruments for measuring the possession of those skills are taken into account.

The most comprehensive description of these issues is probably the PIC Staff's May 1995 report to the Evaluation Committee entitled "Planning (for) Employability Enhancements" (copy enclosed).

In its latest consideration of these issues, there was a consensus among members of the Evaluation Committee that, as opposed to specific basic educational and job-specific skills, the most important "employment competencies" sought by San Francisco's employers were the "soft skills" or the "pre-employment and work maturity skills".

Under the amended Act and all of its federal and state requirements, such "soft skills" are considered relevant only if the eligible individual is 21 years of age or younger upon enrollment in a JTPA Program; it is apparently assumed that all eligible adults already possess all of the "soft skills" required by employers.

While they would not have any direct effect on the federally recognized or required JTPA Performance Standards, while they would not address any issues in the current dispute with the State, and while the costs of attempting to track and document their achievements in measuring subcontractor performance would outweigh the projected benefits, the Committee recommends that proponents of programs serving eligible adults be asked to explain how they would address the "soft skills".

3. The Committee recommends that, for PY'97:

- a. reliance continue to be placed on the overall changes that have been projected to occur by the EDD/LMID in San Francisco's industries and occupations from 1992 to 1997 as summarized in the Attachment 2 to this report;
- b. the criteria for selecting responses to the RFPs for year-round training programs provide specific incentives for:
 - i. proposed subcontracts that are sponsored or cosponsored by employers or trade groups with specific skill demands for new or emerging occupations;
 - ii. for proposed subcontracts that respond to employers' needs to replace specific members of their workforces who are retiring or leaving for other voluntary reasons; and
 - iii. for proposals that respond to specific apprenticeship opportunities and other union jobs.
- 4. The Committee recommends that, to the extent appropriate, reliance also be placed on the EDD/LMID's five-year projected industrial and occupational changes in each of the State's 51 other JTPA Service Delivery Areas and its 57 other counties (particularly those in the Bay Area); these can be obtained through www.calmis.cahw.net.gov/or, in hardcopy *at nominal cost*, (916) 262-2162.
- 5. The Committee recommends that the Council and the Mayor reaffirm the following basic policies, with revisions where noted, for PY'97 and subsequent program years:
 - a. training and placement services (as opposed to purely labor exchange services) should be targeted on jobs in the "permanent" (as opposed to the "contingent") job market with preference for jobs with fringe benefits especially health insurance, they should exclude "low-wage-high-turnover" jobs, but they should now include jobs in temporary employment services that meet the "permanent" criteria and that are becoming the exclusive entry points for "permanent employment with an increasing number of large San Francisco employers; and,
 - b. taking into account the potential economic impacts which the "welfare reform" legislation could have on the aggregate supply of labor and "prevailing wages" above the legal minima in San Francisco, all training programs should be focused on job opportunities for which the starting hourly wage is at least 25 cents per hour greater than the minimum that is or will be legally required on the date upon which training is projected to completed.

Both policies and criteria for implementing them should be incorporated into each RFP and into each selection process. Except for the subsidized minimum wage for youths in OJT Programs (for which PIC Staff has twice unsuccessfully sought a waiver), the Act requires that the highest of Federal or State minimum wages or the prevailing rate of pay for individuals employed in similar occupations by the same employer be used.

Applicable Period		Applicable Subsidized and Unsubsidized Minimum Hourly Wage Rates	Applicable Subsidized Minimum Hourly Wage Rates for Youths in OJT Programs
From:	To:		
07/01/96	08/20/96	\$4.25 / <u>a</u> .	\$7.89 / <u>b</u> .
08/21/96	09/30/96	\$4.25 / <u>a</u> .	\$8.14 / <u>c</u> .
10/01/96	02/28/97	\$4.75 / <u>d</u> .	\$8.14 / <u>c</u> .
03/01/97	08/31/97	\$5.00 / <u>e</u> .	\$8.14 / <u>c</u> .
09/01/97	02/28/98	\$5.15 / <u>d</u> .	To Be Determined / <u>f</u> .
03/01/98	08/31/98	\$5.75 / <u>e</u> .	As Redetermined / <u>f</u> .
09/01/98	08/31/99	\$5.75 / <u>e</u> .	To Be Redetermined / <u>g</u> .
09/01/99	06/30/00	\$5.75 / <u>e</u> .	To Be Redetermined / <u>h</u> .

(Footnotes displayed at the top of the next page)

Footnotes for the preceding table

- (a) Based on both Federal and State Laws.
- (b) Based on the "final" report of 08/29/95 for S.F.'s PY'94 JTPA Title IIA (77%-Basic Adult Training) Program.
- (c) Based on the "final" report of 08/20/96 for S.F.'s PY'95 JTPA Title IIA (77%-Basic Adult Training) Program.
- (d) Based on the 1996 amendment to Federal Law. "Subminimum wage" of \$4.25 per hour is available for youths under 20 years of age for their first ninety days of employment with the same employer.
- (e) Based on the 1996 amendment to State Law. "Subminimum wage" does not appear to be available.
- (f) Based on the "final" report for S.F.'s PY'96 JTPA Title IIA (77%-Basic Adult Training) Program to be issued sometime in August of 1997.
- (g) Based on the "final" report for S.F.'s PY'97 JTPA Title IIA (77%-Basic Adult Training) Program to be issued sometime in August of 1998.
- (h) Based on the "final" report for S.F.'s PY'98 JTPA Title IIA (77%-Basic Adult Training) Program to be issued sometime in August of 1999.

6. The Committee recommends that all proponents be required to demonstrate through past performance and projected commitments the active and continued support of employers in its governing board, its advisory committees, in the supervision and operations of the training programs being proposed, or, preferably, all three areas.

Planning Processes, Schedules, and Programs

- 7. The Committee recommends new solicitations and selections of all proposed subcontracts for PY'97 because the pools of proposed subcontracts that were last solicited in 1994 need to be renewed (especially in light of the "One-Stop Career Center System", the "School-to-Career System", and the "Welfare Reform" initiatives) and because the State requires competitive solicitations of new subcontracts to be conducted at least once every three years.
- 8. Since PY'97 is the second of two program years in the current biennial job training plan, the Committee recommends three-year periods for all proposed subcontracts solicited for PY'97 (subject to annual performance reviews, to any changes in State or Federal policies, to changes in the characteristics of those needing services, and to the availabilities of funds) so that another set of solicitations and selections would not otherwise have to be conducted until the end of the PY'98-'99 Job Training Plan period, when a decision can be made either to retain three-year subcontract periods or return to two-year subcontract periods which coincide with the biennial job training plan periods.
- 9. The Committee recommends that the Council be ready and willing to collaborate with the Mayor and his designees in providing coordinated San Francisco responses to the following initiatives which are expected to commence in earnest before April 12th of 1997, when the PY'97 Modification to San Francisco's PY'96-'97 Job Training Plan is required to be approved by the Council and the Mayor and submitted to the Governor:
 - a. development of State and San Francisco plans to implement the new "Welfare Reform" legislation;
 - b. development of a San Francisco or a regional proposed plan to implement the State's "School-to-Career Plan";
 - c. development of a San Francisco or a regional proposed plan to implement the State's "One-Stop Career Center System Plan";
 - d. development of a San Francisco or a regional proposed plan to implement the State's "Strategic Economic Development Plan";
 - e. development of a San Francisco or a regional proposed plan to administer or operate the new Job Corps Center being constructed on Treasure Island; and

- f. aggressive development and pursuit of waivers to federal and state statutes, regulations, and policies that would facilitate and enhance coordination of the preceding five initiatives with all JTPA Programs.

10. The Committee recommends that three solicitation and selection processes be conducted for PY'97-'99 subcontracts:

- a. one set of solicitation and selection processes would be for all year-round training subcontracts under all JTPA Titles IIA and IIC Program Subparts of the PY'96-'97 and PY'98-'99 Job Training Plans;
- b. one set of processes would be for all year-round training subcontracts to serve "long-term unemployed, homeless individuals" under the JTPA Title III (Formula) Program Subparts of the PY'96-'97 and PY'98-'99 Job Training Plans; and,
- c. because their goals and objectives are not limited to training and placement services (as is the case with the two preceding sets of subpart programs), one set of solicitation and selection processes for all subcontracts under the JTPA Title IIB Summer Youth Employment and Training Program Subparts.

11. The Committee recommends that JTPA Titles IIA-IIC (5%-Incentive) funds continue to be the sole JTPA source for financing the "Joseph S. Bailey Memorial Programs" (because these programs do not generally conform to any of the performance standards that apply to all other JTPA sources) and while it recommends that, for PY'97, they continue to be devoted to the "Summer Training and Education Program" (STEP), because of continued diminution in the amounts of those incentive awards the Committee urges that sources of financing (especially for performance-based adult basic education services) be found outside of JTPA.

12. The Committee recommends that:

- a. both the STEP and the Mini-STEP be continued with financing from the PY'97 JTPA Titles IIA-IIC (5%-Incentive), the PY'97 JTPA Titles IIA-IIC (8%-School-to-Work), the 1997 and 1998 JTPA Title IIB (Summer Youth Employment and Training Program) Subpart Accounts, and San Francisco's FY'97-'98 Childrens' Fund; and
- b. both the STEP and the Mini-STEP be integrated into San Francisco's "School-to-Career" planning and operations as soon as is feasibly possible.

13. The Committee recommends that the PIC continue and even expand its financial and administrative support of the San Francisco Career Link Center, integrating it into San Francisco's "One-Stop Career Center System" and its implementation plan for the new "welfare reform legislation" in which a central source can provide high quality professional educational and occupational assessments and referral services to persons who:

- a. prior to receiving such services, have not necessarily been certified to meet the many different eligibility criteria that control most of the financing that is available from not only the PIC but from other sources collaborating with it in supporting the center;
- b. cannot otherwise obtain such services prior to enrolling in a specific program; or
- c. are employers seeking guidance about their own workforces.

14. The Committee recommends that, should the Mayor's Office of Community Development and the San Francisco Housing Authority remain committed in their financial and administrative support, the 1996 "Housing Authority Summer Youth Program" be replicated in 1997 as a necessary complement to the 1997 JTPA Title IIB (Summer Youth Employment and Training Program).

15. The Committee recommends that, should representatives of the Jobs For Youth Program, the Chamber of Commerce, the Committee on Jobs, the Small Business Network, and the employers and individuals who supported it previously remain as committed in their financial support, the "Say Yes" Program should be replicated as a necessary complement to the 1997 JTPA Title IIB (Summer Youth Employment and Training Program), as a possible model for a more comprehensive and integrated youth training and job creation program system, and as a financing mechanism for Jobs For Youth Programs.
16. The Committee recommends that the Council's Jobs For Youth Program Committee be asked not only to increase the extent to which that program is or should be integrated into San Francisco's employment and training program system but also to serve as a "leading edge" for both:
 - a. the "connecting activities" that will be required for any "San Francisco School-to-Career Plan"; and
 - b. as a necessary complement to the San Francisco Career Link Center as another "first step" into any "San Francisco One-Stop Career Center System".
17. The Committee recommends adoption of the "proposed PY'96-'97 Job Training Plan Development Calendar" in the Attachment 3 to this report.

cc: PIC Staff

All PIC Subcontractors

R. Saavedra, N. de Lorenzo, Nat'l. Cncl On Aging

Members, PIC Jobs For Youth Committee

Members, PIC Planning Committee

Members, Emp., Ed., and Trng. Com., S.F. Welfare Reform Task Force

Del Anderson, S.F. Community College District

Ronnie Davis, S.F. Housing Authority

Sandra Hernandez, S.F. Department of Public Health

David Ishida, S.F. Commission on Aging

Jeff Mori, Mayor's Office of Children, Youth, and Families

Marcia Rosen, Mayor's Office of Housing

Bill Rojas, L. Del Carlo, and R. Howard, S.F. Unified School District

Michael Wald, P. Duterte, D. Heaven, and E. Strand, S.F. Dept. of Human Services

Priscilla Watts, Mayor's Office of Community Development

Scott Winkler, EDD/JTPD

Mary Ann Goodwin, CDE/EPU

Lori Bamberger, Region IX USD/HUD

Armando Quiroz, Region IX USDOL/ETA

Jacqueline Roberts, Region IX USDOL/Job Corps

Attachments

ENROLLMENT GOALS FOR SAN FRANCISCO'S PY'97-'99 JOB TRAINING PLANS BEING RECOMMENDED BY THE EVALUATION & PLANNING COMMITTEE

SIGNIFICANT SEGMENTS (A)	CA END/MD & SF/DHS: ESTIMATED TITLE II ELIGIBLES										RECOMMENDED ENROLLMENT GOALS				
	1990 CENSUS TOTAL POP. (B)	ELIGIBLES AGES 14-21 (C)	ELIGIBLES AGES 16-21 (D)	ELIGIBLES AGES 16-72 (E)	ELIGIBLES AGES 22-72 (F)	ELIGIBLES AGES 55-72 (G)	TITLE IA (77%) (F)	TITLE IIA (5%-OP) (G)	TITLE IIA (5%) (G)	TITLE IIB (SYETP) (C)	TITLE IIC (82%) (D)				
Total Number	723,959	10,540	7,654	68,684	61,030	12,278	TBD	TBD	100 %	100 %	TBD				
Universe	100.0 %	100.0 %	100.0 %	100.0 %	100.0 %	100.0 %	100 %	100 %	100 %	100 %	100 %				
Females	49.9 %	53.2 %	51.9 %	53.9 %	54.1 %	60.4 %	63 %	48 %	100 %	100 %	100 %				
• [Women In Non-trad. Jobs]	[NA]	[NA]	[NA]	[NA]	[NA]	[NA]	[NA]	[NA]	[NA]	[NA]	[NA]				
Males	50.1 %	46.8 %	48.1 %	46.1 %	45.9 %	39.6 %	48 %	52 %	52 %	52 %	52 %				
Ages, 14-15	1.6 %	27.4 %	39 %	...				
Ages, 16-21	6.8 %	72.6 %	100.0 %	11.1 %	79.9 %	9 %	91 %	61 %	100 %	100 %	100 %				
Ages, 22-54	55.6 %	71.0 %	20.1 %	100.0 %	100 %				
Ages, 55+	23.3 %	17.9 %				
Am. Indian + AK Nat. (NH) /1.	0.4 %	0.7 %	1.0 %	0.6 %	0.6 %	0.3 %	1 %	0 %	1 %	1 %	1 %				
Asian + Pacific Islander	28.4 %	33.6 %	29.6 %	27.8 %	27.6 %	37.1 %	39 %	49 %	37 %	36 %	36 %				
• [Asian-Indian]	[NA]	[NA]	[NA]	[NA]	[NA]	[NA]	[NA]	[NA]	[NA]	[NA]	[NA]				
• [Chinese]	[NA]	[NA]	[NA]	[NA]	[NA]	[NA]	[NA]	[NA]	[NA]	[NA]	[NA]				
• [Cambodian]	[NA]	[NA]	[NA]	[NA]	[NA]	[NA]	[NA]	[NA]	[NA]	[NA]	[NA]				
• [Filipino]	[NA]	[NA]	[NA]	[NA]	[NA]	[NA]	[NA]	[NA]	[NA]	[NA]	[NA]				
• [Hawaiian]	[NA]	[NA]	[NA]	[NA]	[NA]	[NA]	[NA]	[NA]	[NA]	[NA]	[NA]				
• [Japanese]	[NA]	[NA]	[NA]	[NA]	[NA]	[NA]	[NA]	[NA]	[NA]	[NA]	[NA]				
• [Korean]	[NA]	[NA]	[NA]	[NA]	[NA]	[NA]	[NA]	[NA]	[NA]	[NA]	[NA]				
• [Samoa]	[NA]	[NA]	[NA]	[NA]	[NA]	[NA]	[NA]	[NA]	[NA]	[NA]	[NA]				
• [Vietnamese]	[NA]	[NA]	[NA]	[NA]	[NA]	[NA]	[NA]	[NA]	[NA]	[NA]	[NA]				
• [Other Asian/P]	[NA]	[NA]	[NA]	[NA]	[NA]	[NA]	[NA]	[NA]	[NA]	[NA]	[NA]				
Blacks (NH) /1.	10.5 %	24.9 %	23.1 %	15.7 %	19.2 %	16.4 %	28 %	33 %	30 %	30 %	30 %				
• [Black Males]	[NA]	[NA]	[NA]	[NA]	[NA]	[NA]	[NA]	[NA]	[NA]	[NA]	[NA]				
Hispanic (NAP) /1.	13.9 %	23.0 %	25.8 %	18.2 %	17.2 %	11.1 %	23 %	16 %	24 %	24 %	24 %				
Whites (NH) /1.	46.6 %	17.8 %	20.4 %	33.7 %	35.4 %	35.1 %	9 %	7 %	5 %	8 %	8 %				
Others (NH) /1.	0.2 %	0 %	0 %	0 %	1 %	1 %				
Pub. Ass't Recipient /3.	NA	NA	NA	NA	NA	NA	50 %	TBD	TBD	TBD	TBD				
• [AFDC Recipient]	4.5 %	46.7 %	39.3 %	19.2 %	19.4 %	3.6 %	TBD	TBD	[47%]	[39%]	[39%]				
• [GA Recipient]	1.6 %	3.1 %	5.8 %	16.5 %	17.8 %	20.5 %	[3%]	[6%]	[6%]				
• [RCA Recipient]	[NA]	[NA]	[NA]	[NA]	[NA]	[NA]	TBD	TBD	TBD	TBD	TBD				
• [SSI Recipient]	[NA]	[NA]	[NA]	[NA]	[NA]	[NA]	TBD	TBD	TBD	TBD	TBD				
Food Stamp Recipient	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA				
Disabled	NA	7.9 %	9.3 %	19.7 %	21.0 %	34.4 %	10 %	5 %	10 %	10 %	10 %				
Homeless	NA	NA	NA	NA	NA	NA	NA	5 %	5 %	5 %	5 %				
Hard-To-Serve Adults	NA	NA	NA	NA	NA	NA	NA	80 %	65 %				
Hard-To-Serve Youths	NA	NA	NA	NA	NA	NA	NA	NA	NA	80 %	80 %				
• [School Dropouts]	NA	15.4 %	18.9 %	32.6 %	54.3 %	39.1 %	NA	NA	NA	20 %	[75 %]				
Urn. English Proficient	NA	16.4 %	15.7 %	24.2 %	25.2 %	NA	NA	NA	NA	30 %	30 %				
Yatelers	NA	NA	NA	NA	NA	NA	NA	NA	NA	14 %	2 %				

TBD means "To Be Determined." NH means "Not Hispanic." NAP means "Not Asian or Pacific Islander." NA means that the data are "Not Available" (but that, if they were, they would be relevant).

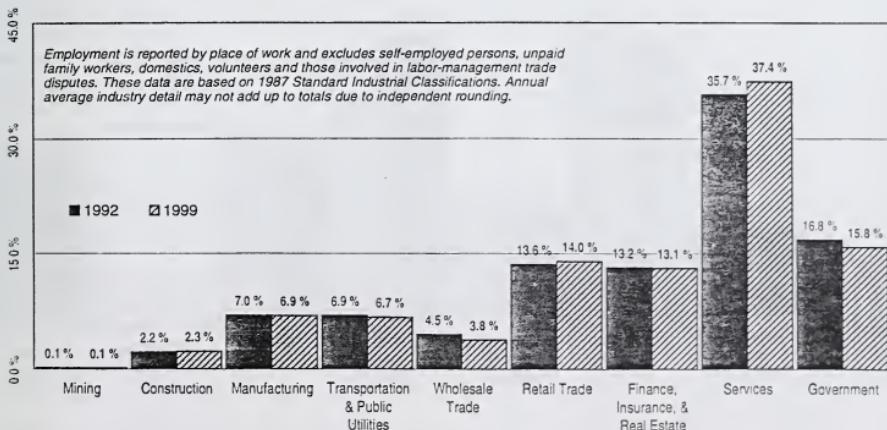
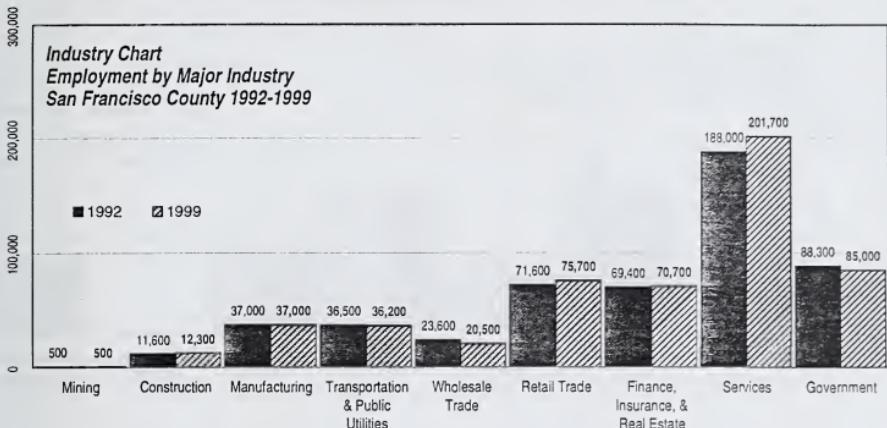
— means that the data are neither available nor relevant.

Column B is total for AFDC & GA. Column 5 totals SF/DHS/Calif. Data System, § 1916. AFDC figures include both campers and children.

**WAGE AND SALARY EMPLOYMENT BY MAJOR INDUSTRY
SAN FRANCISCO COUNTY 1992-1999 ANNUAL AVERAGES**

ATTACHMENT 2
(page 1 of 4)

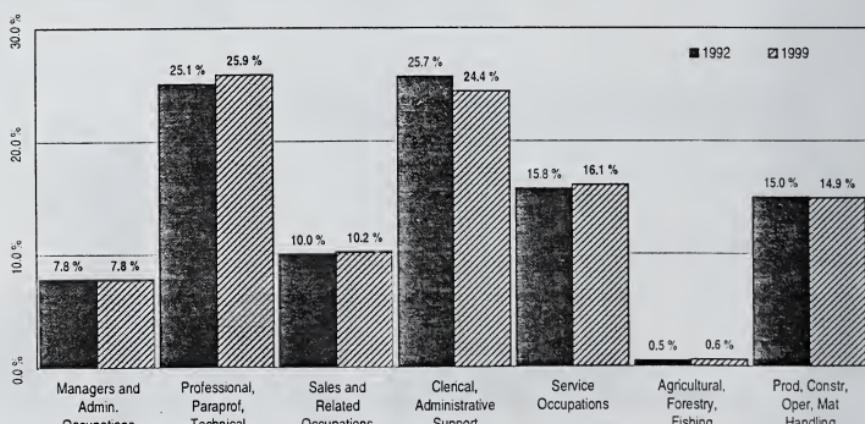
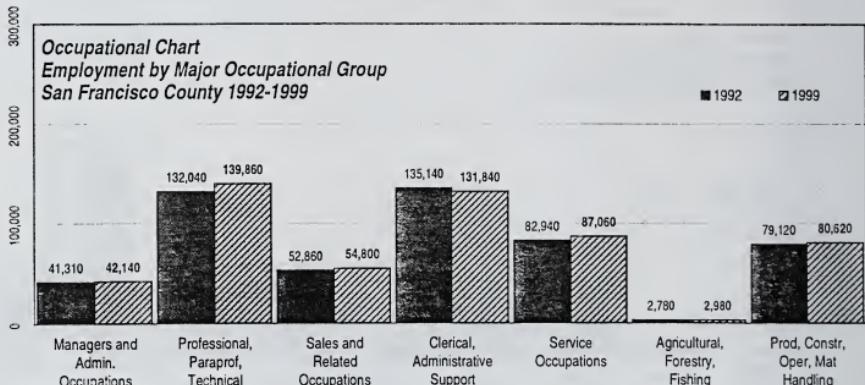
Industry	1992	Percent of Total	1999	Percent of Total
Total NonAgricultural Employment	526,500	100.0 %	539,600	100.0 %
Mining	500	0.1 %	500	0.1 %
Construction	11,600	2.2 %	12,300	2.3 %
Manufacturing	37,000	7.0 %	37,000	6.9 %
Transportation & Public Utilities	36,500	6.9 %	36,200	6.7 %
Wholesale Trade	23,600	4.5 %	20,500	3.8 %
Retail Trade	71,600	13.6 %	75,700	14.0 %
Finance, Insurance, & Real Estate	69,400	13.2 %	70,700	13.1 %
Services	188,000	35.7 %	201,700	37.4 %
Government	88,300	16.8 %	85,000	15.8 %



**EMPLOYMENT BY MAJOR OCCUPATIONAL GROUP
SAN FRANCISCO COUNTY 1992-1999 ANNUAL AVERAGES**

**ATTACHMENT 2
(page 2 of 4)**

Major Occupational Group	1992	Percent of Total	1999	Percent of Total	Absolute Change	Percent Change
Total All Occupations (1)	526,500	100.0 %	539,600	100.0 %	13,100	2.5 %
Managers and Admin. Occupations	41,310	7.8 %	42,140	7.8 %	830	2.0 %
Professional, Paraprof, Technical	132,040	25.1 %	139,860	25.9 %	7,820	5.9 %
Sales and Related Occupations	52,860	10.0 %	54,800	10.2 %	1,940	3.7 %
Clerical, Administrative Support	135,140	25.7 %	131,840	24.4 %	-3,300	-2.4 %
Service Occupations	82,940	15.8 %	87,060	16.1 %	4,120	5.0 %
Agricultural, Forestry, Fishing	2,780	0.5 %	2,980	0.6 %	200	7.2 %
Prod, Constr, Oper, Mat Handling	79,120	15.0 %	80,620	14.9 %	1,500	1.9 %



(1) Total is based on the March 1993 benchmark.

**OCCUPATIONS WITH THE FASTEST RATES OF JOB GROWTH
SAN FRANCISCO COUNTY 1992-1999**

ATTACHMENT 2
(page 3 of 4)

OCCUPATION	ANNUAL AVERAGES		ABSOLUTE CHANGE	PERCENT CHANGE
	1992	1999		
Home Health Care Workers	380	460	80	21.1%
Systems Analysts--Electronic Data Processing	2,690	3,230	540	20.1%
Customer Service Representatives--Utilities	420	500	80	19.0%
Operations & Systems Researchers--Except Computer	620	730	110	17.7%
Offset Lithographic Press Setters	420	490	70	16.7%
Detectives, Investigators--Except Public	300	350	50	16.7%
Pressing Machine Operators--Textile, Garment	490	570	80	16.3%
Food Service Managers	1,030	1,190	160	15.5%
Construction Managers	590	680	90	15.3%
Food Servers--Outside	670	770	100	14.9%
Pressers--Hand	270	310	40	14.8%
Insurance Adjusters, Examiners, Investigators	1,400	1,600	200	14.3%
Tax Preparers	630	720	90	14.3%
Physical Therapy Assistants & Aides	210	240	30	14.3%
Financial Analysts, Statistical	780	890	110	14.1%
Animal Caretakers--Except Farm	290	330	40	13.8%
Physical Therapists	380	430	50	13.2%
Counter and Rental Clerks	1,010	1,140	130	12.9%
Property and Real Estate Managers	1,470	1,650	180	12.2%
Loan Officers and Counselors	1,500	1,680	180	12.0%
Computer Engineers	760	850	90	11.8%
Adjustment Clerks	2,630	2,930	300	11.4%
Cooks--Restaurant	3,350	3,730	380	11.3%
Laundry, Drycleaning Machine Operators--Ex. Press	900	1,000	100	11.1%
Teachers, Preschool & Kindergarten	1,180	1,310	130	11.0%
Hairdressers, Hairstylists	1,010	1,120	110	10.9%
Producers, Directors, Actors	460	510	50	10.9%
Human Services Workers	830	920	90	10.8%
Reporters and Correspondents	280	310	30	10.7%
Amusement, Recreation Attendants	280	310	30	10.7%
Industrial Engineers--Except Safety	660	730	70	10.6%
Recreational Therapists	290	320	30	10.3%
Engineering, Math, and Natural Science Managers	1,460	1,610	150	10.3%
Dental Assistants	780	860	80	10.3%
Recreation Workers	390	430	40	10.3%
Marketing, Advertising, Public Relations Managers	3,150	3,470	320	10.2%
Radiologic Technologist, Diagnostic	510	560	50	9.8%
Medical Assistants	730	800	70	9.6%
Heating, Air Conditioning, Refrigeration Mechanics	420	460	40	9.5%
Electrical and Electronic Engineers	1,490	1,630	140	9.4%
Food Preparation Workers	7,390	8,090	690	9.3%
Teachers--Vocational Education and Training	1,500	1,640	140	9.3%
Cooks--Short Order	870	950	80	9.2%
Truck Drivers, Light	4,110	4,480	370	9.0%
Sales Agents--Financial Services	2,340	2,550	210	9.0%
TOTAL OF THESE OCCUPATIONS (Excluding "Not Elsewhere Classified" NECs)	53,320	59,520	6,200	11.6%

**OCCUPATIONS WITH THE GREATEST ABSOLUTE JOB GROWTH
SAN FRANCISCO COUNTY 1992-1999**

ATTACHMENT 2
(page 4 of 4)

OCCUPATION	ABSOLUTE AVERAGES		ABSOLUTE CHANGE	PERCENT CHANGE
	1992	1999		
Salespersons - Retail (Non-Vehicle)	14,820	15,660	840	5.7%
Food Preparation Workers	7,390	8,080	690	9.3%
Waiters and Waitresses	10,640	11,230	590	5.5%
Cashiers	7,630	8,190	560	7.3%
Systems Analysts--Electronic Data Processing	2,690	3,230	540	20.1%
Janitors, Cleaners--Except Maids	12,300	12,810	510	4.1%
Guards and Watch Guards	6,490	6,880	390	6.0%
Cooks--Restaurant	3,350	3,730	380	11.3%
Truck Drivers, Light	4,110	4,480	370	9.0%
Registered Nurses	9,810	10,160	350	3.6%
Marketing, Advertising, Public Relations Mgrs.	3,150	3,470	320	10.2%
Adjustment Clerks	2,630	2,930	300	11.4%
Receptionists, Information Clerks	6,080	6,310	230	3.8%
Financial Managers	5,470	5,690	220	4.0%
Sales Agents--Financial Services	2,340	2,550	210	9.0%
Insurance Adjusters, Examiners, Investigators	1,400	1,600	200	14.3%
Maintenance Repairers, General Utility	3,480	3,670	190	5.5%
Property and Real Estate Managers	1,470	1,650	180	12.2%
Loan Officers and Counselors	1,500	1,680	180	12.0%
Traffic, Shipping, Receiving Clerks	5,790	5,960	170	2.9%
Food Service Managers	1,030	1,190	160	15.5%
Engineering, Math, and Natural Science Mgrs.	1,460	1,610	150	10.3%
Accountants and Auditors	7,180	7,330	150	2.1%
Civil Engineers--Including Traffic	3,340	3,480	140	4.2%
Electrical and Electronic Engineers	1,490	1,630	140	9.4%
Computer Programmers, Including Aides	3,580	3,720	140	3.9%
Teachers--Secondary School	2,130	2,270	140	6.6%
Teachers--Vocational Education and Training	1,500	1,640	140	9.3%
Teachers, Preschool & Kindergarten	1,180	1,310	130	11.0%
Counter and Rental Clerks	1,010	1,140	130	12.9%
Cooks--Specialty Fast Food	1,640	1,770	130	7.9%
Operations & Systems Researchers--Except Computer	620	730	110	17.7%
Financial Analysts, Statistical	780	890	110	14.1%
Instructional Aides	1,540	1,650	110	7.1%
Designers, Except Interior and Floral	1,370	1,480	110	8.0%
Dining Room Attendants, Bar Helpers	2,660	2,770	110	4.1%
Hairdressers, Hairstylists	1,010	1,120	110	10.9%
Food Servers--Outside	670	770	100	14.9%
Gardeners, Groundskeepers--Except Farm	1,710	1,810	100	5.8%
Laundry, Drycleaning Machine Operators--Except Press	900	1,000	100	11.1%
TOTAL OF THESE OCCUPATIONS (Excluding NECs)	149,340	159,270	9,930	6.6%

PROPOSED PY'97 JOB TRAINING PLAN PLANNING CALENDAR

Monday	Tuesday	Wednesday	Thursday	Friday
Dec. 02, '96 <i>(SF Welfare Reform TF, EE&T Comm.)</i>	Dec. 03, '96	Dec. 04, '96	Dec. 05, '96 Evaluation Committee PY'95 review, PY'97 Design	Dec. 06, '96 <i>(SDA Quarterly Meeting)</i>
Dec. 09, '96 <i>(SF Welfare Reform TF, EE&T Comm.)</i>	Dec. 10, '96	Dec. 11, '96 <i>(SJTCC Full Council)</i>	Dec. 12, '96 PY'97 proposed Design mailout	Dec. 13, '96 <i>(CCA Meeting)</i>
Dec. 16, '96 <i>(SF Welfare Reform TF, EE&T Comm.)</i>	Dec. 17, '96	Dec. 18, '96	Dec. 19, '96 Evaluation Committee PY'97 Design	Dec. 20, '96
Dec. 23, '96 <i>(SF Welfare Reform TF, EE&T Comm.)</i>	Dec. 24, '96	Dec. 25, '96 Christmas	Dec. 26, '96 PY'97 refined Design mailout	Dec. 27, '96
Dec. 30, '96 <i>(SF Welfare Reform TF, EE&T Comm.)</i>	Dec. 31, '96	Jan. 01, '97 New Years Day 1997	Jan. 02, '97 Bidders lists invitations mailed 1st Publication (newspaper notice)	Jan. 03, '97 Joint Eval/Plan. Comm. PY'97 Design
Jan. 06, '97 Expected allocation release date <i>(SF Welfare Reform TF, EE&T Comm.)</i>	Jan. 07, '97	Jan. 08, '97	Jan. 09, '97	Jan. 10, '97
Jan. 13, '97 <i>(SF Welfare Reform TF, EE&T Comm.)</i>	Jan. 14, '97 Mayor & Council PY'97 Design approval	Jan. 15, '97	Jan. 16, '97	Jan. 17, '97
Jan. 20, '97 Martin Luther King, Jr.	Jan. 21, '97	Jan. 22, '97	Jan. 23, '97 Planning Committee PY'97 RFPs selection criteria	Jan. 24, '97 <i>(CCA Meeting?)</i>
Jan. 27, '97 Duplicate RFPs, mailout as needed <i>(SF Welfare Reform TF, EE&T Comm.)</i>	Jan. 28, '97 II-B Bidders' Conference II-A/C Bidders' Conference III Homeless Bidders' Conf.	Jan. 29, '97	Jan. 30, '97	Jan. 31, '97
Feb. 03, '97 <i>(SF Welfare Reform TF, EE&T Comm.)</i>	Feb. 04, '97	Feb. 05, '97 Public notice of hearing schedule	Feb. 06, '97	Feb. 07, '97 ► II-B Proposals Due
Feb. 10, '97 IIB task force begins (7 days) <i>(SF Welfare Reform TF, EE&T Comm.)</i>	Feb. 11, '97	Feb. 12, '97	Feb. 13, '97	Feb. 14, '97
Feb. 17, '97 President's Day	Feb. 18, '97	Feb. 19, '97 IIB staff recommendations mailout	Feb. 20, '97	Feb. 21, '97
Feb. 24, '97 <i>(SF Welfare Reform TF, EE&T Comm.)</i> Draft Welfare Reform Plan	Feb. 25, '97	Feb. 26, '97	Feb. 27, '97 Planning Committee PY'96 Adj., Summer Plan	Feb. 28, '97 ▲ <i>(CCA Meeting?)</i> II-A/C, III Proposals Due
Mar. 03, '97 Yr.-rd. task force begins (13 days) <i>(SF Welfare Reform TF, EE&T Comm.)</i>	Mar. 04, '97 ← Official 1st Publication Date	Mar. 05, '97	Mar. 06, '97	Mar. 07, '97
Mar. 10, '97 Summer supervisors hired <i>(SF Welfare Reform TF, EE&T Comm.)</i>	Mar. 11, '97 Mayor & Council PY'96 Adj., Summer Plan	Mar. 12, '97	Mar. 13, '97	Mar. 14, '97
Mar. 17, '97 Summer certifiers & MIS hired <i>(SF Welfare Reform TF, EE&T Comm.)</i>	Mar. 18, '97	Mar. 19, '97 Yr.-rd. recommendations mailout	Mar. 20, '97	Mar. 21, '97
Mar. 24, '97 <i>(SF Welfare Reform TF, EE&T Comm.)</i>	Mar. 25, '97 <i>(SDA Quarterly Meeting)</i>	Mar. 26, '97	Mar. 27, '97 Planning Committee Year-round Plan	Mar. 28, '97
Mar. 31, '97 <i>(SF Welfare Reform TF, EE&T Comm.)</i>	Apr. 01, '97 Comm. recommendations mailout	Apr. 02, '97	Apr. 03, '97	Apr. 04, '97 Summer certification begins -->
Apr. 07, '97 <i>(SF Welfare Reform TF, EE&T Comm.)</i>	Apr. 08, '97 Mayor & Council Year-round Plan	Apr. 09, '97	Apr. 10, '97	Apr. 11, '97 Plan Mod. due to Governor



PRIVATE INDUSTRY COUNCIL
of San Francisco, Inc.
MEMORANDUM

TO: ALL MEMBERS OF THE COUNCIL
MAYOR WILLIE L. BROWN, JR. *Brent Andrew*

FROM: BRENT ANDREW, CHAIRMAN

SUBJECT: PLANNING COMMITTEE RECOMMENDATIONS FOR \$44,441 OR MORE IN ADDITIONAL
TITLE II-A 5% "OLDER INDIVIDUALS" FUNDS ANNOUNCED FOR THE PY'96 JTPA PLAN

DATE: JANUARY 3, 1997

On December 17, 1996 the State notified the PIC that it is one of ten Service Delivery Areas in California that are qualified to receive additional Title II-A 5% Older Individuals funds. These PY'95 funds, originally allocated to other SDAs who subsequently could not fully use them, will shortly be "reallocated" to SDAs with the proven ability to use them. The State's notification letter offered "...a minimum of \$39,997" and noted, "There may be more depending on whether some SDAs do not want their share or full share." On January 2, 1997 the State increased the reallocation to \$44,441.

The Planning Committee recommends allocating \$39,068 of the additional funds to Renaissance Experience Plus (REP) to serve at least fourteen additional participants by operating an additional 18-week training cycle. REP's initial PY'96 subcontract terminated on December 31, 1996. REP would still need an additional \$10,000 or so to complete the contract year. The remainder of the \$44,441 is allocated to the PIC's administrative cost pool (see budget below).

The Committee recommends that any additional funds for 5% Older Individuals programs which may be awarded be used to complete Renaissance's program year and, if sufficient, to establish obligations for Individual Referral subcontracts in concert with the National Council on Aging.

Title II-A 5% Older Indiv.			Grant Funds Available	Proposed Δ	Adj. Revenue
			PY'96 Formula Allocation =	315,681	360,122
			PY'95 FIFO =	0	0
			Total PY'96 Revenue =	315,681	360,122
Obligations approved by the Mayor and Council on July 9, 1996			Staff's Recommendations		
Enr. Level	Activity	Subcontractor / Budget Item	Planned Obligations	Mid-term Revision	Rev. Planned Obligations
66	OESL	Self-Help for the Elderly	SHE	152,243	152,243
14	OESL	Korean Center, Inc.	KCI	37,973	37,973
18+14	OCT	Renaissance Experience Plus	REP	50,270	89,338
	Cost Pools	Supportive Services (Transportation etc.) Public Media Center (Employer Outreach)		14,598 2,881	14,598 2,881
	PIC, Inc.	Operations (Intake, Certification, Employer Outreach) Administration	ACP	16,000 41,716	16,000 47,089
		Program Year Budget =	315,681	44,441	360,122
		Deficit =	0	Deficit =	0

cc: PIC Staff
Nicholas de Lorenzo, NCOA
Scott Winkler, JTPD
Title II-A 5% OIP Proponents

MAP OF JTPA DECISION ISSUES

Bold print is decision issue. [Brackets contain Jan. 3rd memo reference item].

Italic print is thumbnail version of staff recommendations.

SOLICITATION DESIGN

Eligible Populations to be served

Local "emphasis groups"? [1.b-d]

In addition to statutory eligibles (see Att. 1), focus solicitation and ratings criteria also on:

Welfare recipients (50% IIA Adult goal), African-American males, and Women in Non-Traditional Jobs.

Local 7th Barrier for Hard-To-Serve? [1.e]

In addition to six federal HTS groups, add local definitions as:

*-For ADULTS, Limited English Proficiency,
-For YOUTHS, Minority racial/ethnic group.*

Neighborhood allocations for Summer Youth work experience (SYETP)? [1.f]

Retain current neighborhood proportions, as used in 1994-96, which are based on the 1990 Census.

Retain homeless programs in Title III? [1.g]

Retain a ten-percent-of-formula allocation for experimental programs to serve the "long-term unemployed homeless."

Training Activities and Programs

Use of Title II-A/C 5% Incentive award? [11, 12]

Continue to devote Incentive dollars to:

*-the "Joseph S. Bailey Memorial" basic literacy program, and to
-the "STEP" at-risk youth program (including "mini-STEP" to leverage Prop. J ad valorem funds).*

Support "Career Link"? [13]

Increase financial & administrative support for this former "assessment center." This joint project will become the cornerstone of One-Stop.

Support "Housing Authority Summer Youth"? [14]

If the City is willing, continue this public-housing targeted program as a compliment to the JTPA SYETP.

Support "Jobs For Youth" and "Say Yes"? [15, 16]

Seek to develop JFY as a "leading edge" for the connecting activities of School-to-Career, and encourage the sponsors of Say Yes to continue their youth job creation efforts.

Outcomes: Competencies & Jobs

Employment Competencies? [2]

Retain as is, with origination at subcontractor level. Both employers' needs and participants' skill deficiencies should be considered.

Labor market information? [3, 4]

Use State-provided data (Att. 2), but also rely on employer support in the competitive proposal process and employers' diverse needs to replace separating workers.

With regard to emerging occupations (such as multimedia), solicit proposals with an employer or employers' trade group sponsorship to guarantee specific job opportunities.

Minimum standards for job placement? [5]

Seek permanent jobs rather than contingent jobs, and set the JTPA target wage at 25c an hour above the scheduled State or Federal minimum wage for both Adults and Youths.

PROCESS

- **Solicit new subcontracts? [7, 8, 10]**
- **Transfer funds between subparts? [1.a]**
- **Regarding Welfare Reform? [9]**
- **Regarding School-to-Career? [9]**
- **Regarding One-Stop? [9]**
- **Schedule? [17]**

Three solicitations (II-A/C Year-round, II-B Summer Youth, and III Homeless) for PYs '97-'98-'99. Not initially, but keep all options open with the Governor.
Continue to participate in local planning and work to insure coordination.
Support a local proposal in State competition.
Support a local proposal in State competition.
Try to follow Att. 3 calendar.



DOCUMENTS DEPT.

JAN 17 1997

SAN FRANCISCO
PUBLIC LIBRARY

PRIVATE INDUSTRY COUNCIL
of San Francisco, Inc.
MEMORANDUM

TO: MAYOR WILLIE L. BROWN, JR.

DATE: JANUARY 14, 1997

1/14/97 FROM: GARY FITSCHEN, CHAIRMAN

CFW:SP

SUBJECT: THE COUNCIL'S PROPOSED DESIGN FOR THE PY'97 MODIFICATION TO SAN FRANCISCO'S PY'96-'97 JOB TRAINING PLAN --- FOR YOUR CONCURRENCE

As a result of three public hearings held by the Council's Evaluation Committee (one held jointly with its Planning Committee) and its meeting of today, the Council has formulated the following recommendations for the Basic Design of the PY'97 Modification to San Francisco's PY'96-'97 Job Training Plan.

Eligible Populations to be Served

1. Since the age, gender, and race/ethnic estimates of San Francisco's economically disadvantaged population that were published by the Labor Market Information Division of the State's Employment Development Development (EDD/LMID) in January of 1994 and that were used as the bases for the basic enrollment goals that were adopted by the Council and the Mayor for San Francisco's PY'94-'95 and PY'96-'97 Job Training Plans are not anticipated to change significantly or at all, the Council recommends that those same basic enrollment goals be reaffirmed for the PY'97 Modification of the latter Job Training Plan. Please refer to Attachment 1 to this report for each of those previously-established enrollment goals and each of the following recommended additions to them.
 - a. While the Council does not recommend initially transferring any formula-allocated PY'97 JTPA monies between subpart accounts [e.g., from the Title IIA (77%-Basic Year-Round Economically Disadvantaged Adult) Account to the Title III (Dislocated Worker Formula) Account or vice versus, from the Title IIB (Summer Youth Employment and Training Program) Account to the Title IIC (82%-Basic Year-Round Economically Disadvantaged Youth) Account or vice versus, etc.], it does recommend that the right of the Council and the Mayor to do so later in PY'97, should that need arise, be reasserted in the PY'97 Plan Modification.
 - b. The Council recommends that a specific enrollment goal for women to be trained in nontraditional occupations be established for the plan modification, that it be incorporated into all Requests For Proposals, and in the criteria for selecting responses to those RFPs.
 - c. The Council recommends that a specific enrollment goal for "hard-to-serve, African American Males" be established in the plan modification, that it be incorporated into all Requests For Proposals, and (as in the PY'94-'95 Plan) in the criteria for selecting responses to those RFPs.
 - d. The Council recommends that, in anticipation of the new "welfare reform" legislation, the enrollment goal for each category of public assistance recipiency be increased to at least the level that results from the integration of more recent age-stratified data from the San Francisco Department of Human Services (SF DHS) with the earlier estimates of the EDD/LMID.

Although it is not possible to analyze the effects of the multiple regression model for every potential change in local factors, it does appear that the Secretary's PY'96-'97 Performance Standards support increasing the enrollment goals for each category of public assistance recipients from the values established in each PY'94-'96 subpart plans to at least the estimated representational value of public assistance caseloads in each category as suggested.

At this time, there is no way of predicting what influence or influences the Secretary's Performance Standards for PY'98-'99 Job Training Plans may have on those enrollment goals and there is no way of predicting what the Governor may promulgate as additional performance standards for PY'97 or what its (or their) influence or influences may be on those enrollment goals.

e. The Council recommends that:

- i. "eligible adults with limited English speaking proficiencies"; and
- ii. "eligible youths who are members of minority racial or ethnic groups";

be reaffirmed as the "seventh barriers to employment" specified by the Council and the Mayor for, respectively, the Titles IIA (77%-Basic Year-Round Adult) and IIC (82%-Basic Year-Round Youth) Subpart Programs.

While both "barriers" are subject to the Governor's approvals and while it is expected that the former would again be approved routinely, approval of the latter may be problematic. The reasons for the uncertainty regarding the Governor's approval of the latter are:

- iii. in June of 1993 (the last time SDA-approved "barriers to employment" were reviewed by the State Job Training Coordinating Council on behalf of the Governor), the SJTCC established a list of fifteen "pre-approved barriers to employment";
- iv. that list of "pre-approved barriers to employment" included (and still includes) "eligible individuals with limited English speaking proficiencies" but excluded (and still excludes) "eligible individuals who are members of minority racial or ethnic groups";
- v. "eligible individuals who are members of minority racial or ethnic groups" were eventually approved by the SJTCC in June of 1993 as a "barrier to employment" for the Title IIC (82%-Basic Year-Round Youth) Subpart of San Francisco's PY'92-'93 Job Training Plan based on 22 pages of documented supporting statistics and a somewhat contentious two-hour public hearing by a committee of the SJTCC; and
- iv. in September 1994, the U.S. Department of Labor published the following in the preamble to the Final JTPA Rules and Regulations (on FR Page 45801): "... a member of a group protected under the civil rights statutes may not be designated as having a barrier to employment solely on the basis of the characteristics that cause them to fall under the civil rights legislation. So, for example, a racial group could not be designated under the additional barrier provisions." This opinion has never been supported, directly or indirectly, by any codified statute or regulation or by any citation thereof.
- f. The Council recommends that the neighborhood allocations used in the 1994, 1995, and 1996 Title IIB (Summer Youth Employment and Training Program) be continued for the 1997 and subsequent SYETPs until data with a "public use" quality that equals or exceeds those from the 1990 Census become available.
- g. The Council recommends that one tenth of San Francisco's PY'97 JTPA Title III (50% or 60% Formula) funds be set aside for the continuation of programs serving "long-term unemployed, homeless individuals" and that a separate solicitation be issued for those proposed subcontracts.

Employment Competencies

- 2. The Council recommends that essentially the same process used to develop "employment competencies" in previous program years be continued in PY'97. In the current process, Staff, on behalf of the Council, solicits proposed subcontracts with specific proposed "employment competencies" that take into account:

- a. skill deficiencies that are projected to be found in the specific segments of the eligible population to be recruited and enrolled in each proposed subcontract; and
- b. skills that are projected to be required by employers for the specific occupations for which training is proposed to be provided.

After the Council and the Mayor select subcontracts for the plan or plan modification they approve (taking into account the "employment competencies" proposed in them and any issues raised by the Planning Committee in its consideration of those subcontracts), representatives of the subcontractor and the PIC negotiate (as their first order of business) specific subcontract language for each subcontract's "employment competencies" taking into account any instructions from the Council. After the PIC's and subcontractors' representatives have reached agreement on the specific language for all "employment competencies" in all subcontracts, they are resubmitted to the Council for its approvals.

The "employment competencies" approved by the Council in August of 1995 for the PY'95 Modification to San Francisco's PY'94-95 Job Training Plan and in September of this year for San Francisco's PY'96-'97 Job Training Plan are the subject of a "correction action notice" that was issued by the State in June of this year and resolution of that "corrective action notice" constitutes one of at least two "conditions" of the Governor's approval of the latter.

The position of representatives of the State seems to be that "employment competencies" should be based only on skills that are required by employers for the specific occupations for which training is proposed to be provided, their assumption that those skill competencies are relative uniform (or "standardized") among all employers for the same occupations, and those "employment competencies" should not take into account any "skill deficiencies that are projected to be found in the specific segments of the eligible population to be recruited and enrolled in each subcontract".

Several years ago, the Council's *ad hoc* "Gap Committee" determined that, while San Francisco's largest employers may characterize their basic educational skill requirements in the same or similar language, they are, in fact, quite different from one another when each employer's differing, unstandardized instruments for measuring the possession of those skills are taken into account.

The most comprehensive description of these issues is probably the PIC Staff's May 1995 report to the Evaluation Committee entitled "Planning (for) Employability Enhancements" (copy enclosed).

There was a consensus that, in addition to specific basic educational and job-specific skills, one important "employment competency" sought by San Francisco's employers in all applicants (including adults) is the "soft skills" or the "pre-employment and work maturity skills".

Under the amended Act and all of its federal and state requirements, such "soft skills" are considered relevant only if the eligible individual is 21 years of age or younger upon enrollment in a JTPA Program; it is apparently assumed that all eligible adults already possess all of the "soft skills" required by employers.

While they would not have any direct effect on the federally recognized or required JTPA Performance Standards, while they would not address any issues in the current dispute with the State, and while the costs of attempting to track and document their achievements in measuring subcontractor performance would outweigh the projected benefits, the Council recommends that proponents of programs serving eligible adults be asked to explain how they would address the "soft skills".

Employers to be Served and Job Opportunities Addressed

3. The Council recommends that, for PY'97:

- a. reliance continue to be placed on the overall changes that have been projected to occur by the EDD/LMID in San Francisco's industries and occupations from 1992 to 1997 as summarized in the Attachment 2 to this report;
- b. the criteria for selecting responses to the RFPs for year-round training programs provide specific incentives for:
 - i. proposed subcontracts that are sponsored or cosponsored by employers or trade groups with specific skill demands for new or emerging occupations;
 - ii. for proposed subcontracts that respond to employers' needs to replace specific members of their workforces who are retiring or leaving for other voluntary reasons; and
 - iii. for proposals that respond to specific apprenticeship opportunities and other union jobs.
- 4. The Council recommends that, to the extent appropriate, reliance also be placed on the EDD/LMID's five-year projected industrial and occupational changes in each of the State's 51 other JTPA Service Delivery Areas and its 57 other counties (particularly those in the Bay Area); these can be obtained through www.calmis.cahwnet.gov/ or, in hardcopy *at nominal cost*, (916) 262-2162.
- 5. The Council recommends that it and the Mayor reaffirm the following basic policies, with revisions where noted, for PY'97 and subsequent program years:
 - a. training and placement services (as opposed to purely labor exchange services) should be targeted on jobs in the "permanent" (as opposed to the "contingent") job market with preference for jobs with fringe benefits especially health insurance, they should exclude "low-wage-high-turnover" jobs, but they should now include jobs in temporary employment services that meet the "permanent" criteria and that are becoming the exclusive entry points for "permanent employment with an increasing number of large San Francisco employers; and,
 - b. taking into account the potential economic impacts which the "welfare reform" legislation could have on the aggregate supply of labor and "prevailing wages" above the legal minima in San Francisco, all training programs should be focused on job opportunities for which the starting hourly wage is at least 25 cents per hour greater than the minimum that is or will be legally required on the date upon which training is projected to completed.

Both policies and criteria for implementing them should be incorporated into each RFP and into each selection process. Except for the subsidized minimum wage for youths in OJT Programs (for which PIC Staff has twice unsuccessfully sought a waiver), the Act requires that the highest of Federal or State minimum wages or the prevailing rate of pay for individuals employed in similar occupations by the same employer be used.

Applicable Period		Applicable Subsidized and Unsubsidized Minimum Hourly Wage Rates	Applicable Subsidized Minimum Hourly Wage Rates for Youths in OJT Programs
From:	To:		
07/01/96	08/20/96	\$4.25 <i>(a.)</i>	\$7.89 <i>(b.)</i>
08/21/96	09/30/96	\$4.25 <i>(a.)</i>	\$8.14 <i>(c.)</i>
10/01/96	02/28/97	\$4.75 <i>(d.)</i>	\$8.14 <i>(c.)</i>
03/01/97	08/31/97	\$5.00 <i>(e.)</i>	\$8.14 <i>(c.)</i>
09/01/97	02/28/98	\$5.15 <i>(d.)</i>	To Be Determined <i>(f.)</i>
03/01/98	08/31/98	\$5.75 <i>(e.)</i>	As Redetermined <i>(g.)</i>
09/01/98	08/31/99	\$5.75 <i>(e.)</i>	To Be Redetermined <i>(g.)</i>
09/01/99	06/30/00	\$5.75 <i>(e.)</i>	To Be Redetermined <i>(h.)</i>

(Footnotes displayed at the top of the next page)

Footnotes for the preceding table

- 1a. Based on both Federal and State Laws.
- 1b. Based on the "final" report of 08/29/95 for S.F.'s PY'94 JTPA Title IIA (77%-Basic Adult Training) Program.
- 1c. Based on the "final" report of 08/20/96 for S.F.'s PY'95 JTPA Title IIA (77%-Basic Adult Training) Program.
- 1d. Based on the 1996 amendment to Federal Law. "Subminimum wage" of \$4.25 per hour is available for youths under 20 years of age for their first ninety days of employment with the same employer.
- 1e. Based on the 1996 amendment to State Law. "Subminimum wage" does not appear to be available.
- 1f. Based on the "final" report for S.F.'s PY'96 JTPA Title IIA (77%-Basic Adult Training) Program to be issued sometime in August of 1997.
- 1g. Based on the "final" report for S.F.'s PY'97 JTPA Title IIA (77%-Basic Adult Training) Program to be issued sometime in August of 1998.
- 1h. Based on the "final" report for S.F.'s PY'98 JTPA Title IIA (77%-Basic Adult Training) Program to be issued sometime in August of 1999.

6. The Council recommends that all proponents be required to demonstrate through past performance and projected commitments the active and continued support of employers in its governing board, its advisory committees, in the supervision and operations of the training programs being proposed, or, preferably, all three areas.

Planning Processes, Schedules, and Programs

- 7. The Council recommends new solicitations and selections of all proposed subcontracts for PY'97 because the pools of proposed subcontracts that were last solicited in 1994 need to be renewed (especially in light of the "One-Stop Career Center System", the "School-to-Career System", and the "Welfare Reform" initiatives) and because the State requires competitive solicitations of new subcontracts to be conducted at least once every three years.
- 8. Since PY'97 is the second of two program years in the current biennial job training plan, the Council recommends three-year periods for all proposed subcontracts solicited for PY'97 (subject to annual performance reviews, to any changes in State or Federal policies, to changes in the characteristics of those needing services, and to the availabilities of funds) so that another set of solicitations and selections would not otherwise have to be conducted until the end of the PY'98-'99 Job Training Plan period, when a decision can be made either to retain three-year subcontract periods or return to two-year subcontract periods which coincide with the biennial job training plan periods.
- 9. The Council is ready and willing to collaborate with you and your designees in providing coordinated San Francisco responses to the following initiatives which are expected to commence in earnest before April 12th of 1997, when the PY'97 Modification to San Francisco's PY'96-97 Job Training Plan is required to be approved by the Council and the Mayor and submitted to the Governor.
 - a. development of State and San Francisco plans to implement the new "Welfare Reform" legislation;
 - b. development of a San Francisco or a regional plan to implement the State's "School-to-Career Plan";
 - c. development of a San Francisco or a regional plan to implement the State's "One-Stop Career Center System Plan";
 - d. development of a San Francisco or a regional plan to implement the State's "Strategic Economic Development Plan";
 - e. development of a San Francisco or a regional plan to administer or operate the new Job Corps Center being constructed on Treasure Island; and
 - f. aggressive development and pursuit of waivers to federal and state statutes, regulations, and policies to facilitate and enhance coordination of these five initiatives with all JTPA Programs.

10. The Council recommends that three solicitation and selection processes be conducted for PY'97-'99 subcontracts:
 - a. one set of solicitation and selection processes would be for all year-round training subcontracts under all JTPA Titles IIA and IIC Program Subparts of the PY'96-'97 and PY'98-'99 Job Training Plans;
 - b. one set of processes would be for all year-round training subcontracts to serve "long-term unemployed, homeless individuals" under the JTPA Title III (Formula) Program Subparts of the PY'96-'97 and PY'98-'99 Job Training Plans;; and,
 - c. because their goals and objectives are not limited to training and placement services (as is the case with the two preceding sets of subpart programs), one set of solicitation and selection processes for all subcontracts under the JTPA Title IIB Summer Youth Employment and Training Program Subparts.
11. The Council recommends that JTPA Titles IIA-IIC (5%-Incentive) funds continue to be the sole JTPA source for financing the "Joseph S. Bailey Memorial Programs" (because these programs do not generally conform to any of the performance standards that apply to all other JTPA sources) and while it recommends that, for PY'97, they continue to be devoted to the "Summer Training and Education Program" (STEP), because of continued diminution in the amounts of those incentive awards the Committee urges that sources of financing (especially for performance-based adult basic education services) be found outside of JTPA.
12. The Council recommends that:
 - a. both the STEP and the Mini-STEP be continued with financing from the PY'97 JTPA Titles IIA-IIC (5%-Incentive), the PY'97 JTPA Titles IIA-IIC (8%-School-to-Work), the 1997 and 1998 JTPA Title IIB (Summer Youth Employment and Training Program) Subpart Accounts, and San Francisco's FY'97-'98 Childrens' Fund; and
 - b. both the STEP and the Mini-STEP be integrated into San Francisco's "School-to-Career" planning and operations as soon as is feasibly possible.
13. The Council recommends that the PIC continue and even expand its financial and administrative support of the San Francisco Career Link Center, integrating it into San Francisco's "One-Stop Career Center System" and its implementation plan for the new "welfare reform legislation" in which a central source can provide high quality professional educational and occupational assessments and referral services to persons who:
 - a. prior to receiving such services, have not necessarily been certified to meet the many different eligibility criteria that control most of the financing that is available from not only the PIC but from other sources collaborating with it in supporting the center;
 - b. cannot otherwise obtain such services prior to enrolling in a specific program; or
 - c. are employers seeking guidance about their own workforces.
14. The Council recommends that, should the Mayor's Office of Community Development and the San Francisco Housing Authority remain committed in their financial and administrative support, the 1996 "Housing Authority Summer Youth Program" be replicated in 1997 as a necessary complement to the 1997 JTPA Title IIB (Summer Youth Employment and Training Program).

15. The Council recommends that, should representatives of the Jobs For Youth Program, the Chamber of Commerce, the Committee on Jobs, the Small Business Network, and the employers and individuals who supported it previously remain as committed in their financial support, the "Say Yes" Program should be replicated as a necessary complement to the 1997 JTPA Title IIB (Summer Youth Employment and Training Program), as a possible model for a more comprehensive and integrated youth training and job creation program system, and as a financing mechanism for Jobs For Youth Programs.
16. The Council is asking its Jobs For Youth Program Committee not only to increase the extent to which that program is or should be integrated into San Francisco's employment and training program system but also to serve as a "leading edge" for both:
 - a. the "connecting activities" that will be required for any "San Francisco School-to-Career Plan"; and
 - b. as a necessary complement to the San Francisco Career Link Center as another "first step" into any "San Francisco One-Stop Career Center System".
17. The Council has adopted the "PY'96-'97 Job Training Plan Development Calendar" in Attachment 3 to this report.

cc: PIC and Mayor's Staffs
All PIC Subcontractors
Members, PIC Jobs For Youth Committee
Members, PIC Planning Committee
Members, Emp., Ed., and Trng. Com., S.F. Welfare Reform Task Force
Del Anderson, S.F. Community College District
Ronnie Davis, S.F. Housing Authority
Sandra Hernandez, S.F. Department of Public Health
David Ishida, S.F. Commission on Aging
Jeff Mori, Mayor's Office of Children, Youth, and Families
Marcia Rosen, Mayor's Office of Housing
Bill Rojas, L. Del Carlo, and R. Howard, S.F. Unified School District
Michael Wald, P. Duterte, D. Heaven, and E. Strand, S.F. Dept. of Human Services
Priscilla Watts, Mayor's Office of Community Development
R. Saavedra, N. de Lorenzo, Nat'l. Cncl On Aging
Scott Winkler, EDD/JTPD
Mary Ann Goodwin, CDE/EPU
Lori Bamberger, Region IX USD/HUD
Armando Quiroz, Region IX USDOL/ETA
Jacqueline Roberts, Region IX USDOL/Job Corps

Attachments

Jan. 27, 1994 (updated Feb. 29, 1996, Dec. 12, 1996, and Jan. 3, 1997)

ENROLLMENT GOALS FOR SAN FRANCISCO'S PY97-98 JOB TRAINING PLANS BEING RECOMMENDED BY THE PRIVATE INDUSTRY COUNCIL

COUNCIL RECOMMENDED ENROLLMENT GOALS											
CA EDD/LMID & SF DHS: ESTIMATED TITLE II ELIGIBLES			COUNCIL ELIGIBLES			TITLE IIA (77%)			TITLE IIA (5% O/P)		
SIGNIFICANT SEGMENTS (A)	1990 CENSUS TOTAL POP. (B)	ELIGIBLES AGES 14-21 (C)	ELIGIBLES AGES 16-21 (D)	ELIGIBLES AGES 16-22 (E)	ELIGIBLES AGES 22-27 (F)	ELIGIBLES AGES 55-72 (G)	ELIGIBLES AGES 55-72 (H)	ELIGIBLES AGES 55-72 (I)	ELIGIBLES AGES 55-72 (J)	ELIGIBLES AGES 55-72 (K)	ELIGIBLES AGES 55-72 (L)
Total Number	723,959	10,540	7,654	68,684	61,030	12,278	TBD	TBD	TBD	TBD	TBD
Universe	100.0 %	100.0 %	100.0 %	100.0 %	100.0 %	100.0 %	100 %	100 %	100 %	100 %	100 %
Females	49.9 %	53.2 %	51.9 %	53.9 %	54.1 %	60.4 %	52 %	63 %	48 %	48 %	48 %
• [Women In Non-trad. Jobs]	[NA]	[NA]	[NA]	[NA]	[NA]	[NA]	[5%]	[3%]	[3%]	[3%]	[3%]
Males	50.1 %	46.8 %	48.1 %	46.1 %	45.9 %	39.6 %	46 %	37 %	52 %	52 %	52 %
Ages: 14-15	1.6 %	2.74 %	1.0 %	0.6 %	0.6 %	0.3 %	1 %	0 %	1 %	1 %	1 %
Ages: 16-21	6.8 %	72.6 %	100.0 %	11.1 %	79.9 %	20.1 %	91 %	100 %	61 %	100 %	100 %
Ages: 22-54	55.6 %	—	—	71.0 %	—	—	—	—	—	—	—
Ages: 55+	23.3 %	—	—	17.9 %	—	—	—	—	—	—	—
Am. Indian + AK Nat. (NH) / 1.	0.4 %	0.7 %	2.96 %	27.8 %	27.6 %	37.1 %	39 %	49 %	37 %	36 %	36 %
Asian + Pacific Islander	28.4 %	33.6 %	[NA]	[NA]	[NA]	[NA]	[1%]	[1%]	[1%]	[1%]	[1%]
• [Asian-Indian]	[0.4%]	[17.6%]	[NA]	[NA]	[NA]	[NA]	[24%]	[30%]	[23%]	[22%]	[22%]
• [Chinese]	[0.2%]	[NA]	[NA]	[NA]	[NA]	[NA]	[0%]	[0%]	[0%]	[0%]	[0%]
• [Cambodian]	[5.9%]	[NA]	[NA]	[NA]	[NA]	[NA]	[8%]	[10%]	[8%]	[8%]	[8%]
• [Filipino]	[0.1%]	[NA]	[NA]	[NA]	[NA]	[NA]	[0%]	[0%]	[0%]	[0%]	[0%]
• [Hawaiian]	[1.7%]	[NA]	[NA]	[NA]	[NA]	[NA]	[2%]	[3%]	[2%]	[2%]	[2%]
• [Japanese]	[0.9%]	[NA]	[NA]	[NA]	[NA]	[NA]	[1%]	[1%]	[1%]	[1%]	[1%]
• [Korean]	[0.3%]	[NA]	[NA]	[NA]	[NA]	[NA]	[1%]	[1%]	[0%]	[0%]	[0%]
• [Samoaan]	[1.3%]	[NA]	[NA]	[NA]	[NA]	[NA]	[2%]	[2%]	[2%]	[2%]	[2%]
• [Vietnamese]	[0.0%]	[NA]	[NA]	[NA]	[NA]	[NA]	[0%]	[0%]	[0%]	[0%]	[0%]
• [Other Asian/PI]	10.5 %	24.9 %	23.1 %	19.7 %	19.2 %	16.4 %	28 %	28 %	33 %	30 %	30 %
Blacks (NH) / 1.	[NA]	[NA]	[NA]	[NA]	[NA]	[NA]	[15%]	[10%]	[15%]	[10%]	[10%]
• [Black Males]	13.9 %	23.0 %	25.8 %	18.2 %	17.2 %	11.1 %	23 %	16 %	24 %	24 %	24 %
Hispanic (NH) / 1.	46.6 %	17.8 %	20.4 %	33.7 %	35.4 %	33.1 %	9 %	7 %	5 %	8 %	8 %
Whites (NH) / 1.	0.2 %	—	—	—	—	—	0 %	0 %	0 %	0 %	0 %
Others (NH) / 1.	—	—	—	—	—	—	—	—	—	—	—
Pub. Ass't. Recipient / 3.	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA
• [AFDC Recipient]	4.5 %	46.7 %	39.3 %	19.2 %	19.4 %	3.6 %	50 %	TBD	TBD	TBD	TBD
• [GA Recipient]	1.6 %	3.1 %	5.8 %	16.5 %	17.8 %	20.5 %	[4%]	[4%]	[4%]	[39%]	[6%]
• [RCA Recipient]	[NA]	[NA]	[NA]	[NA]	[NA]	[NA]	[20%]	[20%]	[20%]	[20%]	[20%]
• [SSI Recipient]	NA	7.9 %	9.3 %	19.7 %	21.0 %	34.4 %	10 %	5 %	5 %	5 %	5 %
Food Stamp Recipient	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA
Disabled	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA
Homeless	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA
Hard-To-Serve Adults	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA
• [School Dropouts]	NA	15.4 %	18.9 %	32.6 %	34.3 %	54.3 %	80 %	80 %	80 %	80 %	80 %
Lim. English Proficient	NA	16.4 %	15.7 %	24.2 %	25.2 %	39.1 %	30 %	30 %	30 %	30 %	30 %
Veterans	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA

TBD means "To Be Determined" • NH means "Not Hispanic" • NAPI means "Not Asian or Pac. Islander" • NA means that the data are "Not Available" (but that, if they were, they would be released)

means that the data are either not available or not collected • Column B-G data for AFDC & GA from SF DHS (Former Case Data System), Sup. 1996 AFDC injuries include both caregivers and children.

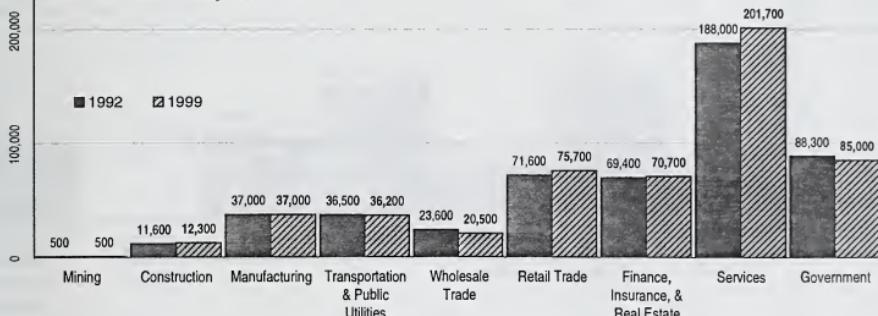
WAGE AND SALARY EMPLOYMENT BY MAJOR INDUSTRY
SAN FRANCISCO COUNTY 1992-1999 ANNUAL AVERAGES

ATTACHMENT 2
 (page 1 of 4)

Industry	1992	Percent of Total	1999	Percent of Total
Total NonAgricultural Employment	526,500	100.0 %	539,600	100.0 %
Mining	500	0.1 %	500	0.1 %
Construction	11,600	2.2 %	12,300	2.3 %
Manufacturing	37,000	7.0 %	37,000	6.9 %
Transportation & Public Utilities	36,500	6.9 %	36,200	6.7 %
Wholesale Trade	23,600	4.5 %	20,500	3.8 %
Retail Trade	71,600	13.6 %	75,700	14.0 %
Finance, Insurance, & Real Estate	69,400	13.2 %	70,700	13.1 %
Services	188,000	35.7 %	201,700	37.4 %
Government	88,300	16.8 %	85,000	15.8 %

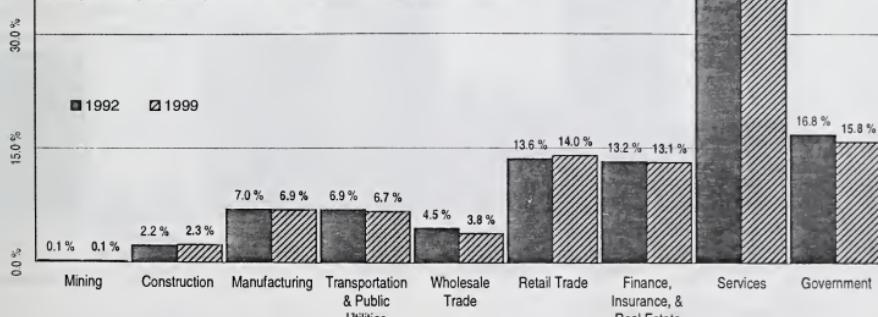
300,000

Industry Chart
Employment by Major Industry
San Francisco County 1992-1999



45.0 %

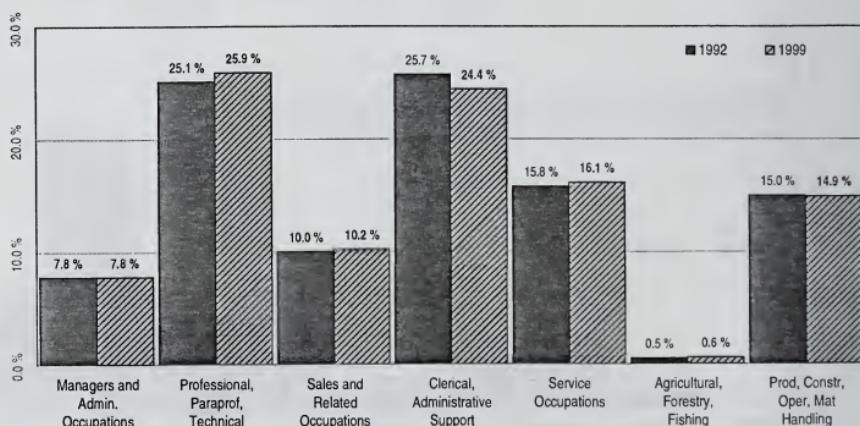
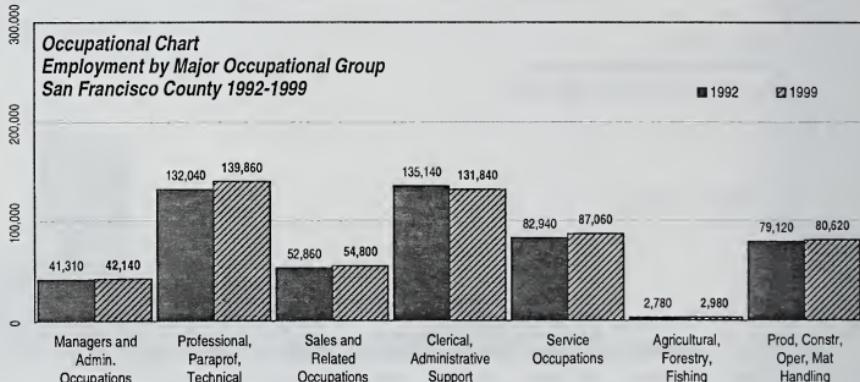
Employment is reported by place of work and excludes self-employed persons, unpaid family workers, domestics, volunteers and those involved in labor-management trade disputes. These data are based on 1987 Standard Industrial Classifications. Annual average industry detail may not add up to totals due to independent rounding.



**EMPLOYMENT BY MAJOR OCCUPATIONAL GROUP
SAN FRANCISCO COUNTY 1992-1999 ANNUAL AVERAGES**

ATTACHMENT 2
(page 2 of 4)

Major Occupational Group	1992	Percent of Total	1999	Percent of Total	Absolute Change	Percent Change
Total All Occupations (1)	526,500	100.0 %	539,600	100.0 %	13,100	2.5 %
Managers and Admin. Occupations	41,310	7.8 %	42,140	7.8 %	830	2.0 %
Professional, Paraprof, Technical	132,040	25.1 %	139,860	25.9 %	7,820	5.9 %
Sales and Related Occupations	52,860	10.0 %	54,800	10.2 %	1,940	3.7 %
Clerical, Administrative Support	135,140	25.7 %	131,840	24.4 %	-3,300	-2.4 %
Service Occupations	82,940	15.8 %	87,060	16.1 %	4,120	5.0 %
Agricultural, Forestry, Fishing	2,780	0.5 %	2,980	0.6 %	200	7.2 %
Prod, Constr, Oper, Mat Handling	79,120	15.0 %	80,620	14.9 %	1,500	1.9 %



(1) Total is based on the March 1993 benchmark.

**OCCUPATIONS WITH THE FASTEST RATES OF JOB GROWTH
SAN FRANCISCO COUNTY 1992-1999**

**ATTACHMENT 2
(page 3 of 4)**

OCCUPATION	ANNUAL AVERAGES		ABSOLUTE CHANGE	PERCENT CHANGE
	1992	1999		
Home Health Care Workers	380	460	80	21.1%
Systems Analysts--Electronic Data Processing	2,690	3,230	540	20.1%
Customer Service Representatives--Utilities	420	500	80	19.0%
Operations & Systems Researchers--Except Computer	620	730	110	17.7%
Offset Lithographic Press Setters	420	490	70	16.7%
Detectives, Investigators--Except Public	300	350	50	16.7%
Pressing Machine Operators--Textile, Garment	490	570	80	16.3%
Food Service Managers	1,030	1,190	160	15.5%
Construction Managers	590	680	90	15.3%
Food Servers--Outside	670	770	100	14.9%
Pressers--Hand	270	310	40	14.8%
Insurance Adjusters, Examiners, Investigators	1,400	1,600	200	14.3%
Tax Preparers	630	720	90	14.3%
Physical Therapy Assistants & Aides	210	240	30	14.3%
Financial Analysts, Statistical	780	890	110	14.1%
Animal Caretakers--Except Farm	290	330	40	13.8%
Physical Therapists	380	430	50	13.2%
Counter and Rental Clerks	1,010	1,140	130	12.9%
Property and Real Estate Managers	1,470	1,650	180	12.2%
Loan Officers and Counselors	1,500	1,680	180	12.0%
Computer Engineers	760	850	90	11.8%
Adjustment Clerks	2,630	2,930	300	11.4%
Cooks--Restaurant	3,350	3,730	380	11.3%
Laundry, Drycleaning Machine Operators--Ex. Press	900	1,000	100	11.1%
Teachers, Preschool & Kindergarten	1,180	1,310	130	11.0%
Hairdressers, Hairstylists	1,010	1,120	110	10.9%
Producers, Directors, Actors	460	510	50	10.9%
Human Services Workers	830	920	90	10.8%
Reporters and Correspondents	280	310	30	10.7%
Amusement, Recreation Attendants	280	310	30	10.7%
Industrial Engineers--Except Safety	660	730	70	10.6%
Recreational Therapists	290	320	30	10.3%
Engineering, Math, and Natural Science Managers	1,460	1,610	150	10.3%
Dental Assistants	780	860	80	10.3%
Recreation Workers	390	430	40	10.3%
Marketing, Advertising, Public Relations Managers	3,150	3,470	320	10.2%
Radiologic Technologist, Diagnostic	510	560	50	9.8%
Medical Assistants	730	800	70	9.6%
Heating, Air Conditioning, Refrigeration Mechanics	420	460	40	9.5%
Electrical and Electronic Engineers	1,490	1,630	140	9.4%
Food Preparation Workers	7,390	8,080	690	9.3%
Teachers--Vocational Education and Training	1,500	1,640	140	9.3%
Cooks--Short Order	870	950	80	9.2%
Truck Drivers, Light	4,110	4,480	370	9.0%
Sales Agents--Financial Services	2,340	2,550	210	9.0%
TOTAL OF THESE OCCUPATIONS (Excluding "Not Elsewhere Classified" NECs)	53,320	59,520	6,200	11.6%

**OCCUPATIONS WITH THE GREATEST ABSOLUTE JOB GROWTH
SAN FRANCISCO COUNTY 1992-1999**

ATTACHMENT 2
(page 4 of 4)

OCCUPATION	ABSOLUTE AVERAGES		ABSOLUTE CHANGE	PERCENT CHANGE
	1992	1999		
Salespersons - Retail (Non-Vehicle)	14,820	15,660	840	5.7%
Food Preparation Workers	7,390	8,080	690	9.3%
Waiters and Waitresses	10,640	11,230	590	5.5%
Cashiers	7,630	8,190	560	7.3%
Systems Analysts--Electronic Data Processing	2,690	3,230	540	20.1%
Janitors, Cleaners--Except Maids	12,300	12,810	510	4.1%
Guards and Watch Guards	6,490	6,880	390	6.0%
Cooks--Restaurant	3,350	3,730	380	11.3%
Truck Drivers, Light	4,110	4,480	370	9.0%
Registered Nurses	9,810	10,160	350	3.6%
Marketing, Advertising, Public Relations Mgrs.	3,150	3,470	320	10.2%
Adjustment Clerks	2,630	2,930	300	11.4%
Receptionists, Information Clerks	6,080	6,310	230	3.8%
Financial Managers	5,470	5,690	220	4.0%
Sales Agents--Financial Services	2,340	2,550	210	9.0%
Insurance Adjusters, Examiners, Investigators	1,400	1,600	200	14.3%
Maintenance Repairers, General Utility	3,480	3,670	190	5.5%
Property and Real Estate Managers	1,470	1,650	180	12.2%
Loan Officers and Counselors	1,500	1,680	180	12.0%
Traffic, Shipping, Receiving Clerks	5,790	5,960	170	2.9%
Food Service Managers	1,030	1,190	160	15.5%
Engineering, Math, and Natural Science Mgrs.	1,460	1,610	150	10.3%
Accountants and Auditors	7,180	7,330	150	2.1%
Civil Engineers--Including Traffic	3,340	3,480	140	4.2%
Electrical and Electronic Engineers	1,490	1,630	140	9.4%
Computer Programmers, Including Aides	3,580	3,720	140	3.9%
Teachers--Secondary School	2,130	2,270	140	6.6%
Teachers--Vocational Education and Training	1,500	1,640	140	9.3%
Teachers, Preschool & Kindergarten	1,180	1,310	130	11.0%
Counter and Rental Clerks	1,010	1,140	130	12.9%
Cooks--Specialty Fast Food	1,640	1,770	130	7.9%
Operations & Systems Researchers--Except Computer	620	730	110	17.7%
Financial Analysts, Statistical	780	890	110	14.1%
Instructional Aides	1,540	1,650	110	7.1%
Designers, Except Interior and Floral	1,370	1,480	110	8.0%
Dining Room Attendants, Bar Helpers	2,660	2,770	110	4.1%
Hairdressers, Hairstylists	1,010	1,120	110	10.9%
Food Servers--Outside	670	770	100	14.9%
Gardeners, Groundskeepers-Except Farm	1,710	1,810	100	5.8%
Laundry, Drycleaning Machine Operators--Except Press	900	1,000	100	11.1%
TOTAL OF THESE OCCUPATIONS (Excluding NECs)	149,340	159,270	9,930	6.6%

PROPOSED PLANNING CALENDAR - PY'97 JOB TRAINING PLAN

Monday	Tuesday	Wednesday	Thursday	Friday
Dec. 02, '96 <i>(SF Welfare Reform TF, EE&T Comm.)</i>	Dec. 03, '96	Dec. 04, '96	Dec. 05, '96 Evaluation Committee PY'95 review, PY'97 Design	Dec. 06, '96 <i>SDA Quarterly Meeting</i>
Dec. 09, '96 <i>(SF Welfare Reform TF, EE&T Comm.)</i>	Dec. 10, '96	Dec. 11, '96 <i>(SJTCC Full Council)</i>	Dec. 12, '96 PY'97 proposed Design mailout	Dec. 13, '96 <i>CCA Meeting</i>
Dec. 16, '96 <i>(SF Welfare Reform TF, EE&T Comm.)</i>	Dec. 17, '96	Dec. 18, '96	Dec. 19, '96 Evaluation Committee PY'97 Design	Dec. 20, '96
Dec. 23, '96 <i>(SF Welfare Reform TF, EE&T Comm.)</i>	Dec. 24, '96	Dec. 25, '96 Christmas	Dec. 26, '96 PY'97 refined Design mailout	Dec. 27, '96
Dec. 30, '96 <i>(SF Welfare Reform TF, EE&T Comm.)</i>	Dec. 31, '96	Jan. 01, '97 New Years Day 1997	Jan. 02, '97 Bidder's lists invitations mailed 1st Publication (newspaper notice)	Jan. 03, '97 Joint Eval/Plan. Comm. PY'97 Design
Jan. 06, '97 Expected allocation release date <i>(SF Welfare Reform TF, EE&T Comm.)</i>	Jan. 07, '97	Jan. 08, '97	Jan. 09, '97	Jan. 10, '97
Jan. 13, '97 <i>(SF Welfare Reform TF, EE&T Comm.)</i>	Jan. 14, '97 Mayor & Council PY'97 Design approval	Jan. 15, '97	Jan. 16, '97	Jan. 17, '97
Jan. 20, '97 Martin Luther King, Jr.	Jan. 21, '97	Jan. 22, '97	Jan. 23, '97 Planning Committee PY'97 RFPs selection criteria	Jan. 24, '97 <i>CCA Meeting?</i>
Jan. 27, '97 Duplicate RFPs, mailout as needed <i>(SF Welfare Reform TF, EE&T Comm.)</i>	Jan. 28, '97 II-B Bidders' Conference II-A/C Bidders' Conference III Homeless Bidders' Conf.	Jan. 29, '97	Jan. 30, '97	Jan. 31, '97
Feb. 03, '97 <i>(SF Welfare Reform TF, EE&T Comm.)</i>	Feb. 04, '97	Feb. 05, '97 Public notice of hearing schedule	Feb. 06, '97	Feb. 07, '97 ► II-B Proposals Due
Feb. 10, '97 IIB task force begins (7 days) <i>(SF Welfare Reform TF, EE&T Comm.)</i>	Feb. 11, '97	Feb. 12, '97	Feb. 13, '97	Feb. 14, '97
Feb. 17, '97 President's Day	Feb. 18, '97	Feb. 19, '97 IIB staff recommendations mailout	Feb. 20, '97	Feb. 21, '97
Feb. 24, '97 <i>(SF Welfare Reform TF, EE&T Comm.)</i> Draft Welfare Reform Plan	Feb. 25, '97	Feb. 26, '97	Feb. 27, '97 Planning Committee PY'96 Adj., Summer Plan	Feb. 28, '97 ► <i>CCA Meeting?</i> II-A/C, III Proposals Due
Mar. 03, '97 Yr.-rd. task force begins (13 days) <i>(SF Welfare Reform TF, EE&T Comm.)</i>	Mar. 04, '97 --> Official 1st Publication Date	Mar. 05, '97	Mar. 06, '97	Mar. 07, '97
Mar. 10, '97 Summer supervisors hired <i>(SF Welfare Reform TF, EE&T Comm.)</i>	Mar. 11, '97 Mayor & Council PY'96 Adj., Summer Plan	Mar. 12, '97	Mar. 13, '97	Mar. 14, '97
Mar. 17, '97 Summer certifiers & MIS hired <i>(SF Welfare Reform TF, EE&T Comm.)</i>	Mar. 18, '97	Mar. 19, '97 Yr.-rd. recommendations mailout	Mar. 20, '97	Mar. 21, '97
Mar. 24, '97 <i>(SF Welfare Reform TF, EE&T Comm.)</i>	Mar. 25, '97 <i>(SDA Quarterly Meeting)</i>	Mar. 26, '97	Mar. 27, '97 Planning Committee Year-round Plan	Mar. 28, '97
Mar. 31, '97 <i>(SF Welfare Reform TF, EE&T Comm.)</i>	Apr. 01, '97 Comm. recommendations mailout	Apr. 02, '97	Apr. 03, '97	Apr. 04, '97 Summer certification begins -->
Apr. 07, '97 <i>(SF Welfare Reform TF, EE&T Comm.)</i>	Apr. 08, '97 Mayor & Council Year-round Plan	Apr. 09, '97	Apr. 10, '97	Apr. 11, '97 Plan Mod. due to Governor

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PRIVATE INDUSTRY COUNCIL
of San Francisco, Inc.
MEMORANDUM

JUN 03 1997

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TO: MEMBERS OF THE PIC EVALUATION COMMITTEE

DATE: MAY 30, 1997

FROM: STEVE ARCELONA

SUBJECT: RECOMMENDED REVISIONS TO SOME OF THE PY'97-'99 ENROLLMENT GOALS

In developing enrollment goals for all of San Francisco's Job Training Plans, the Evaluation Committee has relied upon:

1. the following provision of the federal *Job Training Partnership Act* "Each job training plan shall provide employment and training opportunities to those who can benefit from, and are most in need of, such opportunities and shall make efforts to provide equitable services among substantial segments of the eligible population.;"
2. the State's requirement that the Labor Market Information Division of its Employment Development Department (the EDD/LMID) shall be the only source for baseline data that are needed to determine "equitable services among substantial segments of San Francisco's eligible population"; and,
3. based on those criteria, the determinations of the Private Industry Council and the Mayor as to who, among those "substantial segments of the eligible population", could "benefit most from" and "are most in need of" the services provided in those JTPA Programs.

Since the Act also requires the preliminary version of each biennial job training plan to be published by no later than the March 3rd preceding the July 1st start date of that plan and since it also requires the final version of that plan and each annual modification of it to be approved by both the private industry council and chief local elected official by no later than the April 12th preceding the July 1st start date, timely receipt of the data required in the second step has been a critical element in the schedule for developing each San Francisco Job Training Plan (especially since the enrollment goals in San Francisco's plans are incorporated in the Request For Proposals and since compliance with those enrollment goals is a crucial factor in the selection of proposed subcontracts).

The enrollment goals for the current Program Year 1996 were based on estimated baseline data that were received from the EDD/LMID on January 5th of 1994. Based on those data and the recommendations of the Evaluation Committee, the Council and the Mayor subsequently adopted enrollment goals that:

- for both genders and all age segments of San Francisco's eligible population, were identical to the estimates that were provided by the EDD/LMID; and,
- for all race and ethnic segments of that same eligible population, took into account additional factors on who could "benefit most from" or were "most in need of" the services to be provided in those JTPA Programs

Those enrollment goals were incorporated in the PIC's Requests For Proposals (which were announced in mid-February and issued on March 2nd and 3rd) and San Francisco's PY'94-'95 Job Training Plan (which was, for two reasons, not approved by both the Council and Mayor Jordan, until May). Because of last year's federal budget impasse, that plan, its enrollment goals, and some of the proposed subcontracts that were submitted in response to those RFPs were extended into the current PY'96.

Unfortunately, about a week after those RFPs were issued (i.e., on March 9th of 1994) the EDD/LMID issued some new baseline data that were, in general, the same as those issued in January of that year.

However, in compiling the enclosed report for the Mayor's Office of Children, Youth, and their Families and the Board of Supervisors, it was discovered that, in the EDD/LMID's March 1994 baseline data, there were two subtle, but significant and relatively unnoted, changes to the estimated data it provided in January of 1994.

Since those changes in the EDD/LMID's baseline data were not discovered until recently and since they were not reconfirmed until last week, they were not included in the enrollment goals that were developed by the Evaluation Committee last January for PY'97 and subsequent plans, they were not incorporated in the PIC's Requests For PY'97-'99 Proposals that were issued on January 28th of this year, and they were not incorporated in the PY'97 Modification to San Francisco's PY'96-'97 Job Training Plan that was approved by the Council and the Mayor on April 11th of this year.

Staff recommends that the effects of those changes in the EDD/LMID's baseline data be incorporated immediately in the PY'97 Modification to San Francisco's PY'96-'97 Job Training Plan and, to the extent possible, in all PIC Subcontracts that are now being negotiated for the 1997 JTPA Title IIB (SYETP) and all other PY'97 JTPA Programs. Although both are significant, neither enrollment goal revision would have affected any of the recent selections of PY'97-'99 subcontracts.

The following are the revisions that the staff is recommending be made in the enrollment goals for the PY'97 and subsequent JTPA Titles IIB (SYETP) and IIC (82%) Programs and the bases for them:

Significant Segments (A)	EDD/LMID'S January 1994 Estimates of Title II Eligibles		PY'94-'95 Enrollment Goals Approved in January 1994	
	Eligibles 14-15 (C)	Eligibles 16-21 (C)	Title IIB (SYETP) (C')	Title IIC (82%) (D')
Total Number	10,878	7,897	TBD	TBD
Females	48.2%	48.2%	48%	48%
Males	51.8%	51.8%	52%	52%

Significant Segments (A)	EDD/LMID'S March 1994 Estimates of Title II Eligibles		PY'94-'96 Enrollment Goals Approved in April 1996	
	Eligibles 14-21 (C)	Eligibles 16-21 (C)	Title IIB (SYETP) (C')	Title IIC (82%) (D')
Total Number	10,540	7,654	TBD	TBD
Females	53.2%	51.9%	48%	48%
Males	46.8%	48.1%	52%	52%

Significant Segments (A)	EDD/LMID'S March 1994 Estimates of Title II Eligibles		PY'97+ Enrollment Goals Approved in January 1997	
	Eligibles 14-21 (C)	Eligibles 16-21 (C)	Title IIB (SYETP) (C')	Title IIC (82%) (D')
Total Number	10,540	7,654	TBD	TBD
Females	53.2%	51.9%	48%	48%
Males	46.8%	48.1%	52%	52%

Significant Segments (A)	EDD/LMID'S May 1997 Estimates of Title II Eligibles		Proposed Revised PY'97+ Enrollment Goals	
	Eligibles 14-21 (C)	Eligibles 16-21 (C)	Title IIB (SYETP) (C')	Title IIC (82%) (D')
Total Number	10,540	7,654	TBD	TBD
Females	53.2%	51.9%	53%	52%
Males	46.8%	48.1%	47%	48%

Staff will be available at the Committee's June 24th meeting to answer any questions.

cc: PIC Staff and all JTPA Titles IIB (SYETP) and IIC (82%)Subcontractors; Mayor's Staff; Jeff Mori, MOCYF; and Scott Winkler, EDD/JTPD.



PRIVATE INDUSTRY COUNCIL
of San Francisco, Inc.

NOTICE of a PUBLIC MEETING
of the
EVALUATION COMMITTEE

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JUN 20 1997

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DATE: Tuesday, June 24, 1997
TIME: 9:30 a.m. - 11:30 a.m.
LOCATION: City College of San Francisco
33 Gough Street
Auditorium

Public testimony on agenda items as authorized by the Committee chairs throughout the meeting

Agenda

1. Adoption of agenda *
2. Approval of minutes for the Evaluation Committee's January 3, 1997 meeting *
3. STEP Evaluation and Proposed Changes (Materials attached)
4. Recommended Revisions to Some of the PY'97-'99 Enrollment Goals
5. "Outstanding Issues Identified by Committee Members During the JTPA Plan Development" (Materials attached)
 - * Entrepreneurship
 - * Union Positions
6. Public testimony on non-agenda items

* *Requires action by the Evaluation Committee.*

Issued June 17, 1997



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at 931-7460 or TDD 749-7403 at least 72 hours in advance*

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(Chapter 67 of the San Francisco Administrative Code)***

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PRIVATE INDUSTRY COUNCIL
of San Francisco, Inc.
MEMORANDUM

JUN 20 1997
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TO: MEMBERS, EVALUATION COMMITTEE

DATE: JUNE 17, 1997

FROM: STEVE ARCELONA, PRESIDENT

SUBJECT: PANEL DISCUSSIONS [Agenda Item #5].

At the last meeting of the Evaluation Committee (January 3, 1997), a number of items were raised by members of the Committee regarding where the jobs might be in San Francisco as well as what "soft" skills and/or readiness skills employers were seeking.

On the agenda for the June 24 meeting of the Evaluation Committee, PIC staff has arranged to have three individuals involved with entrepreneurship to be part of a panel discussion. Jed Emerson is the Director, Economic Development Fund, of the Roberts Foundation and has been working on an entrepreneurship project for the past three years. Jay Smith is with the Mayor's Office of Community Development, and Claudia Viek is the Executive Director of San Francisco Renaissance Entrepreneurship Center. Each of them will give a brief presentation on their particular view of entrepreneurship followed by a question and answer period with members of the Committee and audience.

With respect to the topic on union jobs, PIC staff is waiting for confirmation from representatives for this agenda item. A similar format is planned for this topic as the entrepreneurship panel.

cc: Scott Winkler, JTPD
PIC Staff
PIC Subcontractors



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PRIVATE INDUSTRY COUNCIL
of San Francisco, Inc.
MEMORANDUM

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JUN 20 1997

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TO: MEMBERS, EVALUATION COMMITTEE

DATE: JUNE 17, 1997

FROM: STEVE ARCELONA, PRESIDENT

SUBJECT: STEP SCHOOL-TO-COLLEGE AND CAREER PROGRAMS REPORT

The attached report provides you with background on the Summer Training and Education Program (STEP), which is a joint activity of the Mayor's Office of Children, Youth and Their Families, the San Francisco Unified School District and the Private Industry Council of San Francisco (PIC).

You will be considering STEP at your meeting on Tuesday, June 24.

Attachment

STEP SCHOOL-TO-COLLEGE AND CAREER PROGRAMS

History

The Summer Training and Education Program (STEP) was developed in 1985 by Public/Private Ventures (PPV), a research firm in Philadelphia, as a product prevention program for at-risk students entering high school. Research indicated that the most critical time in a youngster's decision to drop out of school was during the ninth grade. Consequently, PPV developed and piloted a fifteen month program consisting of two summers of academic and life skills instruction and afternoon work experience with school year support services during the ninth grade. In 1989, the State Employment Development Department (EDD) offered the San Francisco Unified School District (SFUSD) in partnership with the Private Industry Council of San Francisco (PIC) \$10,000 in start-up money to begin a STEP program in San Francisco. In 1993, the Clinton Administration touted the national STEP program as a model program for their "Summer of Opportunity".

Program Modifications: Mini-STEP and School-to-Career Programs

After several years, a national study of STEP was published, indicating that there were significant improvement both in academic performance and in the reduction of the dropout rate of STEP participants. However, research also indicated that after participants left the 15-month program they tended to slowly revert back to academic failure and dropout rates rose. Consequently, many STEP programs began to modify their design to allow for longer participation by students. In San Francisco it was decided to follow the students all the way through to grade 12. It was also noted that most STEP programs were never institutionalized; rather they remained a separate program outside the District's core curriculum. This was due in large part to the fact that the 200 or so STEP participants attended approximately 16 different high schools. In 1992, the Mini-STEP program was implemented with funding from the Mayor's Office of Children Youth and Their Families (MOCYF) to serve 13- and 14-year old students, whose family income would not otherwise qualify for participation under the federally-funded Job Training Partnership Act programs. In 1994, it was decided to follow this group all the way through to high school graduation.

STEP School-to-Careers in the SFUSD

The School-To-Work movement offered an opportunity to both incorporate School-to-Career concepts and to institutionalize the STEP program. Consequently, it was decided to concentrate the STEP effort on the 600 at-risk students attending the three continuation high schools. It was agreed that we would continue to serve both STEP and Mini-STEP participants attending other high schools until they graduated while at the same time building a strong STEP School-to-Career program at these three schools. Consequently, the STEP School-to-Career program now consists of the following:

Summer Program:

- a. Language arts and mathematics instruction four hours per day for four weeks.
- b. School-to-Work concepts and computer literacy are embedded into the academic curriculum.
- c. All students participated in a Life Skills and Opportunity class which emphasizes responsible decision making.
- d. All students work three hours per day for eight weeks.

School Year Support:

- a. Each student is provided with a Mentor/Tutor during the school year.
- b. Efforts are underway to train the teachers in School-to-Career concepts including integrating SCANS into the curriculum, project-based learning and integrated curriculum.
- c. Students will have an opportunity to participate in work-based learning prior to graduation.
- d. There is a strong parent involvement and support program as well as continuing personal, social, and academic guidance.

Currently, STEP School-to-Career program is funded by PIC in the amount of \$104,363; the MOCYF, \$244,000; the SFUSD, \$144,624; and the State Department of Education, \$75,000. Partners include San Francisco State University, the Mayor's Youth Employment and Education Program, and New Way Workers. Approximately 750 students will be impacted by the program.



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PRIVATE INDUSTRY COUNCIL
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DRAFT MINUTES OF THE
EVALUATION COMMITTEE MEETING
JUNE 24, 1997

AUG 13 1997

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Present:

Leslie Luttgens, Steve Arcelona, Brenda Cochrane, Tom Evans, Gary Fitschen, Roni Howard, Maurice Lim Miller, Victor Revenko, Michael Wald

Absent:

John Cammidge, Gary Fitschen, Fred Jordan, Sue Lee, Natalie Lopes, Eric Mitchell, Brian Murphy, Carol Piasente.

The meeting was called to order at 9:35 a.m. by Leslie Luttgens, Chairwoman. A quorum was established.

Motion to accept the agenda.

Moved by Brenda Cochrane and seconded by Maurice Lim Miller

Ayes: Steve Arcelona, Brenda Cochrane, Tom Evans, Roni Howard, Maurice Lim Miller, Victor Revenko, Michael Wald

Nays: None

Abstentions: None

Motion passed.

Motion to approve the minutes of the January 3, 1997 meeting of the Evaluation Committee.

Moved by Victor Revenko and seconded by Michael Wald.

Ayes: Steve Arcelona, Brenda Cochrane, Tom Evans, Roni Howard, Maurice Lim Miller, Victor Revenko, Michael Wald

Nays: None

Abstentions: None

Motion passed.

Joyce Crum and Steve Arcelona described the proposed changes to the STEP that would bring it more in line with the changes within the San Francisco Unified School District that would increase the impact of STEP such as project-based learning, develop a revised curriculum that maintains the stringent standards the District has but to accommodate the special needs of the STEP students.

Motion to accept PIC staff recommendations on changes to the STEP.

Moved by Maurice Lim Miller and seconded by Brenda Cochrane

Ayes: Steve Arcelona, Brenda Cochrane, Tom Evans, Maurice Lim Miller, Victor Revenko, Michael Wald

Nays: None

Abstentions: Roni Howard

Motion passed.

Gary Fitschen arrived at the meeting.

Motion to accept PIC staff recommendations to revise the PY '97 - '99 enrollment goals to conform with the recent data published by the Labor Market Information Division of the Employment Development Department.

Moved by Gary Fitschen and seconded by Victor Revenko.

Ayes: Steve Arcelona, Brenda Cochrane, Tom Evans, Gary Fitschen, Roni Howard, Maurice Lim Miller, Victor Revenko, Michael Wald

Nays: None

Abstentions: None

Motion passed.

Jed Emerson, the Roberts Foundation, Jay Smith, Mayor's Office of Community Development (MOCD), and Claudia Viek, San Francisco Renaissance were the three panelists who spoke on entrepreneurship.

Jay Smith reported that MOCD has created over 450 businesses, mostly home-based, and has a 75% success rate. A number of secondary jobs have been created but no one has measured how many. This program can be an important piece of the job training system and welcomes the opportunity to work with the PIC.

Claudia Viek founded San Francisco Renaissance (SFR) over ten years ago. SFR is open to all individuals interested in entrepreneurship. Over 60% of the graduates do business with one another, a significant part of the program, networking. SFR's experience has shown that working with low income individuals manage a sustainable income. SFR provides an array of supportive and technical services to their clients. "coaches" are assigned to assist the "students."

Jed Emerson explained that the Roberts Foundation looked at increasing the effectiveness of mainstream placement services, self-employment, nonprofit business development. A publication that explains the findings of the Foundation's investment of nearly \$6 million and seven years of time is available.

Mr. Emerson stated that the Roberts Foundation is no longer involved in self-employment because the return on its investment was simply not there. Stipends were provided for child care, transportation, and other day-to-day needs. This is not the cheapest intervention. How do you define a "successful" business if the person earns less than minimum wage, has no fringe benefits, etc.? Don't approach the evaluation through the traditional mechanisms.

Jay Smith stated that public and private partnership is crucial in making this type of program successful.

Tom Evans stated that PG&E has invested several hundred thousand dollars in SFR and that the PIC needs a more robust stream of activity on self-employment.

Ms. Luttgens thanked the panelists for their time and information they shared.

Mr. Arcelona asked if copies of the Roberts Foundation and the Aspen Report could be made available for each of the Evaluation Committee members so they could further review this item. Both Mr. Emerson and Mr. Smith agreed to get copies to the PIC to handle the distribution.

The meeting was adjourned at 11:35 a.m.

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PRIVATE INDUSTRY COUNCIL
of San Francisco, Inc.
MEMORANDUM

TO: MEMBERS OF THE COUNCIL
MAYOR WILLIE L. BROWN, JR.

DATE: JUNE 24, 1997

FROM: LESLIE L. LUTTGENS, CHAIRWOMAN

Robert P. Lutgens

SUBJECT: REVISIONS BEING RECOMMENDED TO SOME OF THE ENROLLMENT GOALS IN SAN FRANCISCO'S PY'96-'97 JOB TRAINING PLAN

In developing enrollment goals for San Francisco's Job Training Plans, the Council has relied on:

1. the following provision of the federal *Job Training Partnership Act*:

"Each job training plan shall provide employment and training opportunities to those who can benefit from, and are most in need of, such opportunities and shall make efforts to provide equitable services among substantial segments of the eligible population.",

2. the State's requirement that the Labor Market Information Division of its Employment Development Department (the EDD/LMID) shall be the only source for baseline data to determine "equitable services among substantial segments of San Francisco's eligible population"; and,
3. based on those data, the determinations of the Private Industry Council and the Mayor as to whom, among those "substantial segments of the eligible population", could "benefit most from" and "are most in need of" the services provided in those JTPA Programs.

Enrollment goals for the current Program Year 1996 are based on baseline data that were received from the EDD/LMID in January of 1994. Based on them and the recommendations of the Evaluation Committee, the Council and the Mayor subsequently adopted enrollment goals that:

- for both genders and all age segments of San Francisco's eligible population, were identical to the estimates that were provided by the EDD/LMID; and,
- for all race and ethnic segments of that same eligible population, took into account additional factors on who could "benefit most from" or were "most in need of" the services to be provided.

For the Program Year 1997 Modification to San Francisco's PY'96-'97 Job Training Plan and for its PY'98-'99 Plan, those same basic enrollment goals were incorporated in the Requests For Proposals that were issued by the PIC last March. The plan modification that resulted from the responses to those RFPs that were subsequently selected by the Council and the Mayor has since been approved by the Governor.

However, last month, the EDD/LMID re-issued the baseline equitability data for San Francisco's eligible population and, with two subtle but potentially significant exceptions, they were identical to those issued in January of 1994. The two exceptions were the female-male ratios of eligible youths between 14 and 15 years of age and between 16 and 21 years of age.

The Committee recommends that the effects of those changes in the EDD/LMID's baseline data be incorporated immediately in a new PY'97 Modification to San Francisco's PY'96-'97 Job Training Plan and, to the extent possible, in all PIC Subcontracts that are now being negotiated for the 1997 JTPA Title IIB (SYETP) and all other PY'97 JTPA Programs. Although both proposed revisions are significant overall, neither would have affected any of the recent selections of PY'97-'99 subcontracts.

The following are the specific revisions that the Committee is recommending be made to the enrollment goals for the PY'97 and of the bases for them:

Significant Segments (A)	EDD/LMID'S January 1994 Estimates of Title II Eligibles		PY'97 Enrollment Goals Approved in January 1997	
	Eligibles 14-15 (C)	Eligibles 16-21 (C)	Title IIB (SYETP) (C')	Title IIC (82%) (D')
Total Number	10,878	7,897	TBD	TBD
Females	48.2%	48.2%	48%	48%
Males	51.8%	51.8%	52%	52%

Significant Segments (A)	EDD/LMID'S May 1997 Estimates of Title II Eligibles		Recommended Revised PY'97 Enrollment Goals	
	Eligibles 14-21 (C)	Eligibles 16-21 (C)	Title IIB (SYETP) (C')	Title IIC (82%) (D')
Total Number	10,540	7,654	TBD	TBD
Females	53.2%	51.9%	53%	52%
Males	46.8%	48.1%	47%	48%

Attached are all of the enrollment goals and of the bases for them as they are being proposed to be revised.

cc: All Members of the Evaluation Committee

PIC Staff
PIC (JTPA) Subcontractors
Jeff Mori, MOCYF;
Scott Winkler, EDD/JTPD

Attachment

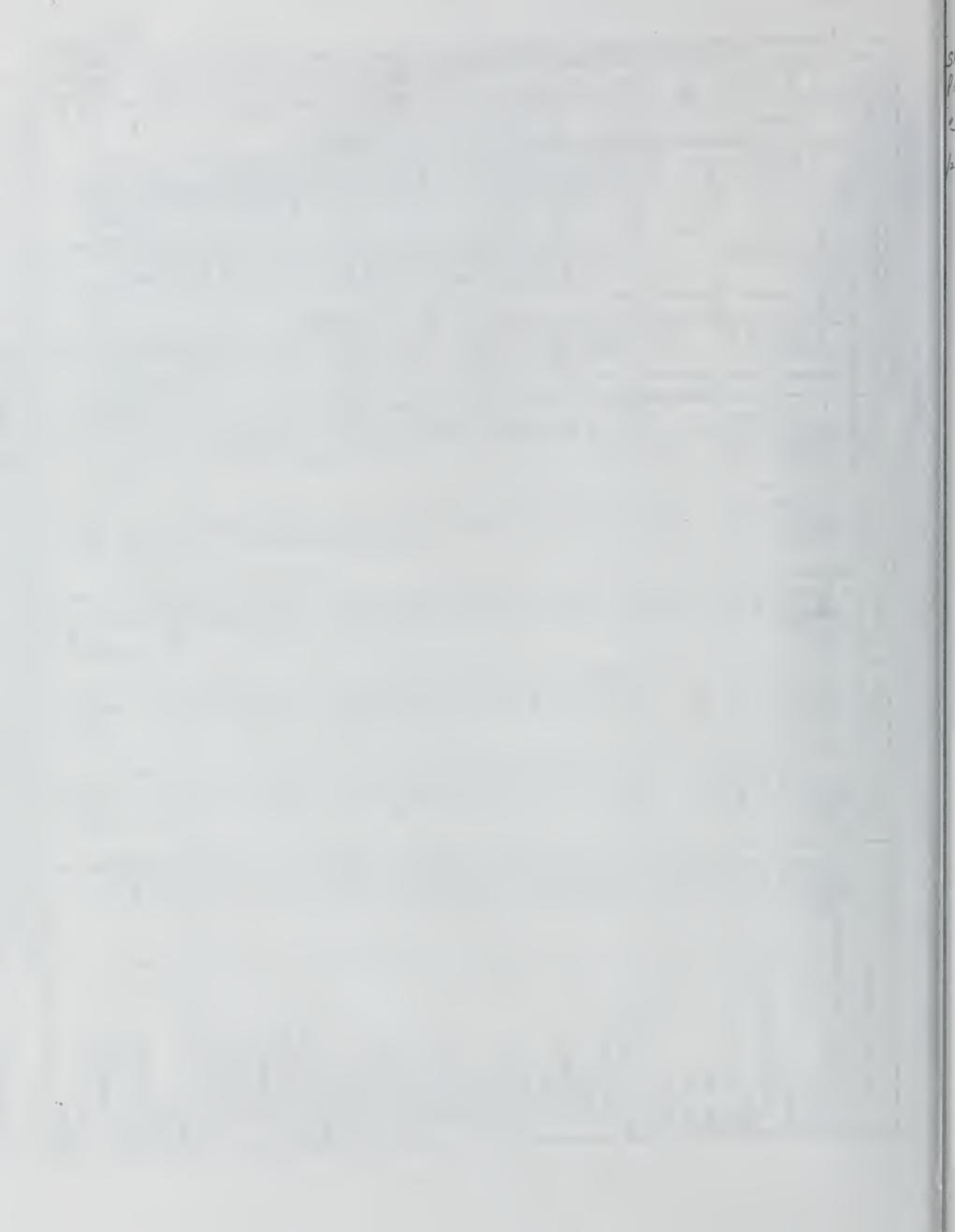
ENROLLMENT GOALS FOR SAN FRANCISCO'S PY97-99 JOB TRAINING PLAN BEING RECOMMENDED BY THE EVALUATION COMMITTEE

SIGNIFICANT SEGMENTS (A)	CA EDD/LM & SF DHS: ESTIMATED TITLE II ELIGIBLES				COMMITTEE RECOMMENDED ENROLLMENT GOALS				
	1990 CENSUS TOTAL POP. (B)	ELIGIBLES AGES 14-21 (C)	ELIGIBLES AGES 16-21 (D)	ELIGIBLES AGES 16-22 (E)	ELIGIBLES AGES 22-72 (F)	ELIGIBLES AGES 55-72 (G)	TITLE IA (5% OIP) (H)	TITLE IB (SFETP) (I)	TITLE IC (82%) (J)
Total Number	723,959	10,540	7,554	68,684	61,030	12,278	780	780	780
Universe	100.0 %	100.0 %	100.0 %	100.0 %	100.0 %	100.0 %	100 %	100 %	100 %
Females	49.9 %	* 53.2 %	* 51.9 %	53.9 %	54.1 %	60.4 %	63 %	* 53 %	* 52 %
•[Women In Non-trad. Jobs]	[NA]	[NA]	[NA]	[NA]	[NA]	[NA]	[3%]	[3%]	[3%]
Males	50.1 %	* 46.8 %	* 48.1 %	46.1 %	45.9 %	39.6 %	48 %	* 47 %	* 48 %
Ages, 14-15	1.6 %	27.4 %	...	11.1 %
Ages, 16-21	6.8 %	72.6 %	100.0 %	71.0 %	79.9 %
Ages, 22-54	55.6 %	17.9 %	20.1 %	100.0 %	9 %	100 %	...
Ages, 55+	23.3 %	91 %	61 %	100 %
Am. Indian + AK Nat. (NH) / 1.	0.4 %	0.7 %	1.0 %	0.6 %	0.6 %	0.3 %	1 %	0 %	1 %
Asian + Pacific Islander	28.4 %	33.6 %	29.6 %	27.8 %	27.6 %	37.1 %	39 %	49 %	37 %
•[Asian-Indian]	[0.4%]	[NA]	[NA]	[NA]	[NA]	[NA]	[1%]	[1%]	[1%]
•[Chinese]	[17.6%]	[NA]	[NA]	[NA]	[NA]	[NA]	[24%]	[30%]	[22%]
•[Cambodian]	[0.2%]	[NA]	[NA]	[NA]	[NA]	[NA]	[0%]	[0%]	[0%]
•[Filipino]	[5.9%]	[NA]	[NA]	[NA]	[NA]	[NA]	[8%]	[10%]	[8%]
•[Hawaiian]	[0.1%]	[NA]	[NA]	[NA]	[NA]	[NA]	[0%]	[0%]	[0%]
•[Japanese]	[1.7%]	[NA]	[NA]	[NA]	[NA]	[NA]	[2%]	[3%]	[2%]
•[Korean]	[0.9%]	[NA]	[NA]	[NA]	[NA]	[NA]	[1%]	[1%]	[1%]
•[Samoa]	[0.3%]	[NA]	[NA]	[NA]	[NA]	[NA]	[1%]	[1%]	[0%]
•[Vietnamese]	[1.3%]	[NA]	[NA]	[NA]	[NA]	[NA]	[2%]	[2%]	[2%]
•[Other Asian/NH]	[0.0%]	[NA]	[NA]	[NA]	[NA]	[NA]	[0%]	[0%]	[0%]
Blacks (NH) / 1.	10.5 %	24.9 %	23.1 %	19.7 %	19.2 %	16.4 %	28 %	28 %	30 %
•[Black Males]	[NA]	[NA]	[NA]	[NA]	[NA]	[NA]	[15%]	[10%]	[10%]
Hispanic (NH) / 1.	13.9 %	23.0 %	25.8 %	18.2 %	17.2 %	11.1 %	23 %	16 %	24 %
Whites (NH) / 1.	46.6 %	17.8 %	20.4 %	33.7 %	35.4 %	35.1 %	9 %	7 %	8 %
0.2 %	0 %	0 %	1 %
Pub. Ass't Recipient / 3	NA	NA	NA	NA	NA	NA	50 %	780	780
•[AFDC Recipient]	4.5 %	46.7 %	39.3 %	19.2 %	19.4 %	3.6 %	[4%]	[47%]	[39%]
•[GA Recipient]	1.6 %	3.1 %	5.8 %	16.5 %	17.8 %	20.5 %	[20%]	[3%]	[6%]
•[RCA Recipient]	[NA]	[NA]	[NA]	[NA]	[NA]	[NA]	780	780	780
•[SSI Recipient]	[NA]	[NA]	[NA]	[NA]	[NA]	[NA]	780	780	780
Food Stamp Recipient	NA	7.9 %	9.3 %	19.7 %	21.0 %	34.4 %	10 %	5 %	10 %
Disabled	NA	NA	NA	NA	NA	NA	5 %	5 %	5 %
Homeless	NA	NA	NA	NA	NA	NA	65 %	65 %	65 %
Hand-To-Serve Adults	NA	NA	NA	NA	NA	NA	NA	NA	NA
Hand-To-Serve Youths	NA	NA	NA	NA	NA	NA	NA	NA	NA
•[School Dropouts]	NA	15.4 %	18.9 %	32.6 %	34.3 %	54.3 %	NA	NA	NA
Ulm. English Proficient	NA	16.4 %	15.7 %	24.2 %	25.2 %	39.1 %	30 %	30 %	30 %
Veterans	NA	NA	NA	NA	NA	NA	9 %	14 %	2 %

1/2. LEGEND:

TBD means To Be Determined. * NH means Not Hispanic. * NA means Not Asian or Pacific Islander. * NA means that the data are either not relevant, and/or means revised EDD/LM data and proposed revised enrollment goals.

Column B-G data for AFDC & GA from SFDS (Phoenix) Case Data System. Sep. 1996 AFDC figures include both caregivers and children.





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PRIVATE INDUSTRY COUNCIL
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MEMORANDUM

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TO: ALL COUNCIL MEMBERS
MAYOR WILLIE L. BROWN, JR.

DATE: JUNE 24, 1997

FROM: LESLIE LUTTGENS, CHAIRWOMAN

SUBJECT: SUMMER TRAINING AND EDUCATION PROGRAM (STEP) AND RECOMMENDATIONS
FOR MODIFYING THE PROGRAM (Agenda item 6.b.2.)

At the June 24th meeting of the Evaluation Committee the PIC staff and representatives from the S.F. Unified School District presented the attached report on the Summer Training and Education Program (STEP). The report provides a description of the program and the changes which have been incorporated in it as a result of implementation of the School-to-Career Initiative in California.

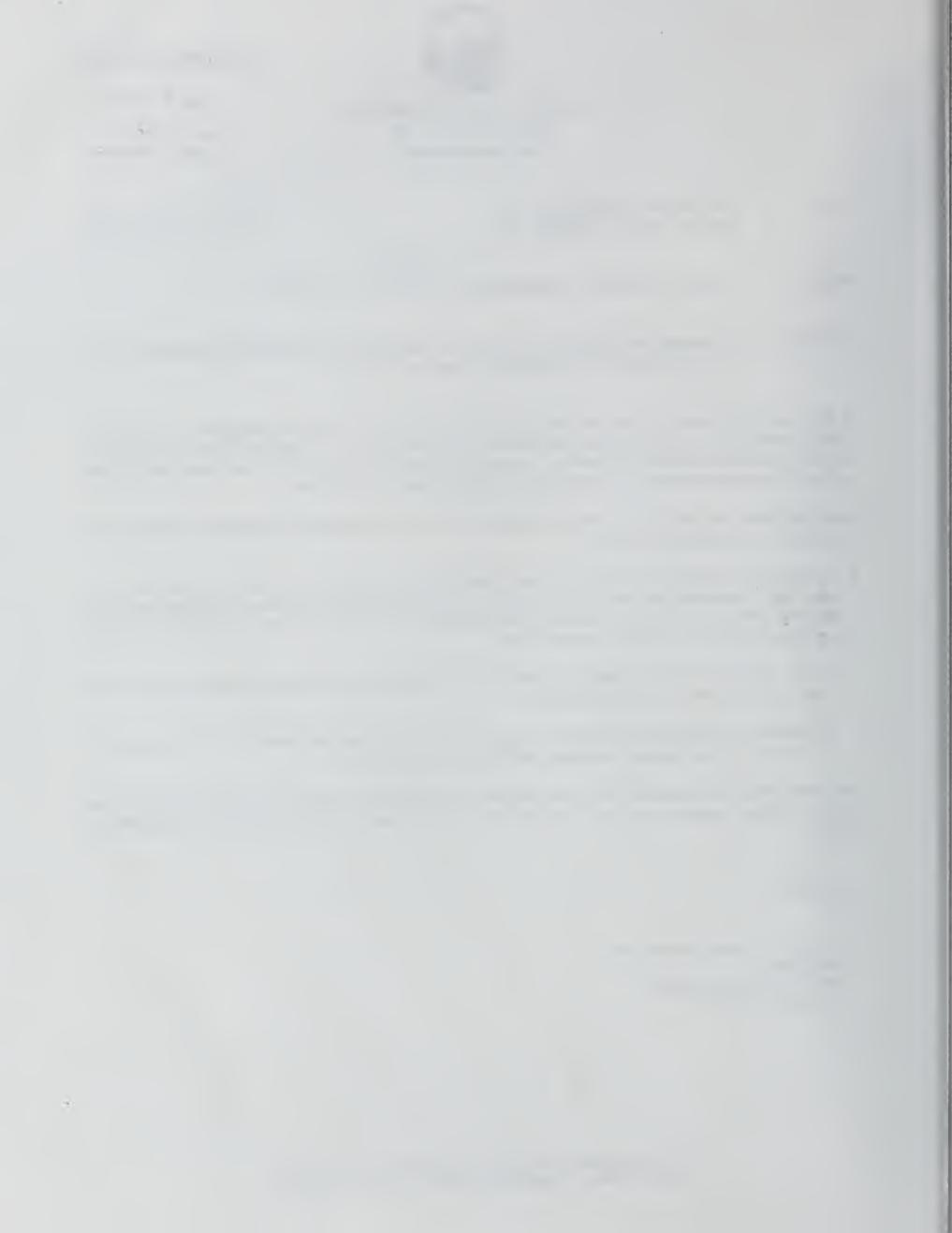
After listening to the presentation, the Evaluation Committee voted to accept the following modifications to the STEP as presented by PIC staff:

- Concentrate the STEP on the 600 students attending the three public continuation high schools (Ida B. Wells, Downtown High, and Mark Twain) rather than on the 200 students at 16 different schools. By doing this the District could move to "institutionalize" the STEP within its curriculum and STEP services would be provided to more students.
- Focus on bringing STEP more in line with the School-to-Career initiative which provides for both "school-based" and "work-based learning".
- Continue to emphasize graduation as a goal and to ensure that the students presently receiving STEP services are followed throughout their public school education.

The Committee also requested that: a more detailed budget be prepared to show how the funds from the different funding sources are going to be used; and outcome data on current and former participants in STEP.

attachment

cc: Evaluation Committee members
PIC Staff
PIC (JTPA) Subcontractors
Jeff Mori, MOCYF



STEP SCHOOL-TO-COLLEGE AND CAREER PROGRAMS

History

The Summer Training and Education Program (STEP) was developed in 1985 by Public/Private Ventures (PPV), a research firm in Philadelphia, as a dropout prevention program for at-risk students entering high school. Research indicated that the most critical time in a youngster's decision to drop out of school was during the ninth grade. Consequently, PPV developed and piloted a fifteen month program consisting of two summers of academic and life skills instruction and afternoon work experience with school year support services during the ninth grade. In 1989, the State Employment Development Department (EDD) offered the San Francisco Unified School District (SFUSD) in partnership with the Private Industry Council of San Francisco (PIC) \$10,000 in start-up money to begin a STEP program in San Francisco. In 1993, the Clinton Administration touted the national STEP program as a model program for their "Summer of Opportunity".

Program Modifications: Mini-STEP and School-to-Career Programs

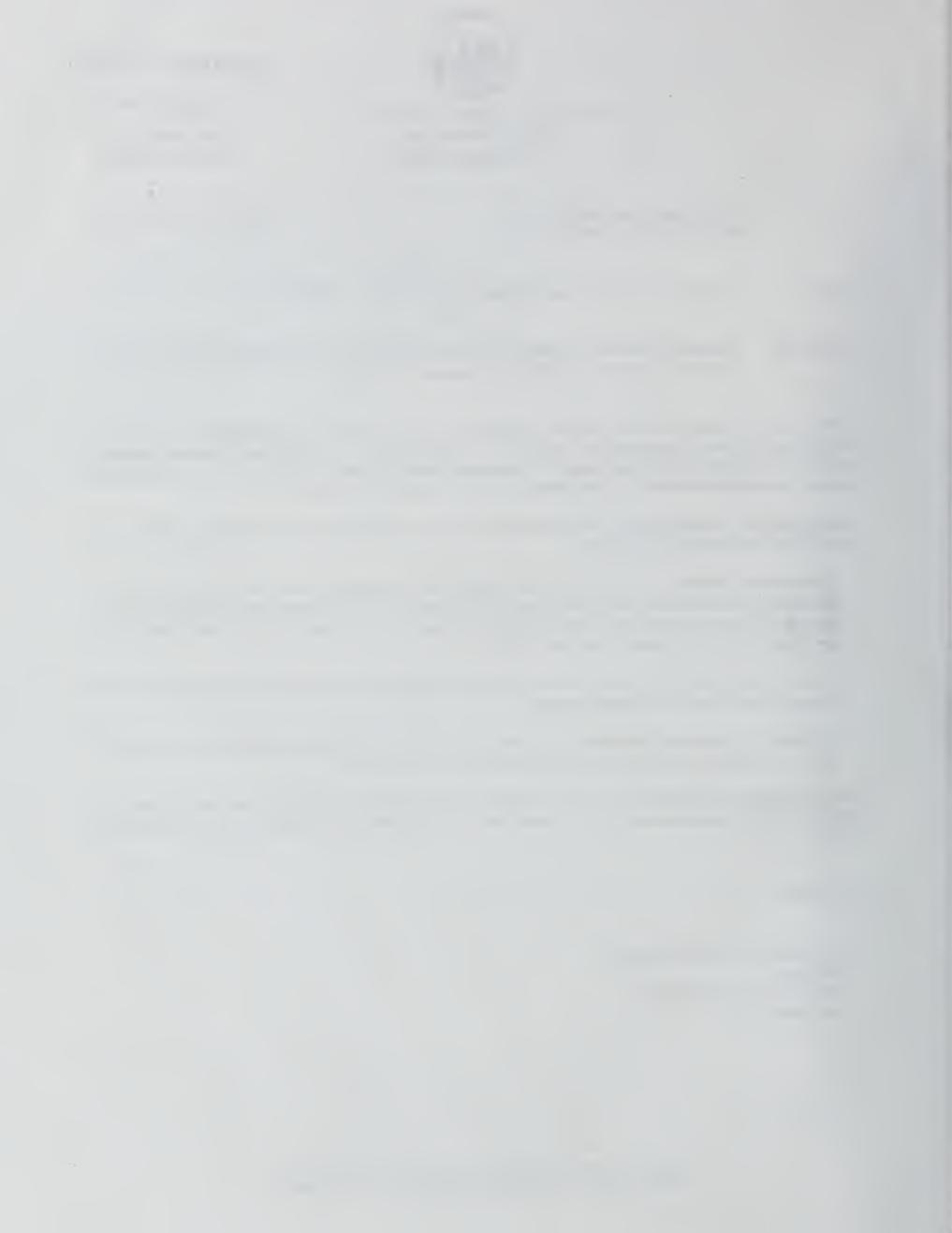
After several years, a national study of STEP was published, indicating that there were significant improvement both in academic performance and in the reduction of the dropout rate of STEP participants. However, research also indicated that after participants left the 15-month program they tended to slowly revert back to academic failure and dropout rates rose. Consequently, many STEP programs began to modify their design to allow for longer participation by students. In San Francisco it was decided to follow the students all the way through to grade 12. It was also noted that most STEP programs were never institutionalized; rather they remained a separate program outside the District's core curriculum. This was due in large part to the fact that the 200 or so STEP participants attended approximately 16 different high schools. In 1992, the Mini-STEP program was implemented with funding from the Mayor's Office of Children Youth and Their Families (MOCYF) to serve 13- and 14-year old students, whose family income would not otherwise qualify for participation under the federally-funded Job Training Partnership Act programs. In 1994, it was decided to follow this group all the way through to high school graduation.

STEP School-to-Careers in the SFUSD

The School-To-Work movement offered an opportunity to both incorporate School-to-Career concepts and to institutionalize the STEP program. Consequently, it was decided to concentrate the STEP effort on the 600 at-risk students attending the three continuation high schools. It was agreed that we would continue to serve both STEP and Mini-STEP participants attending other high schools until they graduated while at the same time building a strong STEP School-to-Career program at these three schools. Consequently, the STEP School-to-Career program now consists of the following:

Summer Program:

- a. Language arts and mathematics instruction four hours per day for four weeks.
- b. School-to-Work concepts and computer literacy are embedded into the academic curriculum.
- c. All students participated in a Life Skills and Opportunity class which emphasizes responsible decision making.
- d. All students work three hours per day for eight weeks.



STEP SCHOOL-TO-COLLEGE AND CAREER PROGRAMS

History

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- d. All students work three hours per day for eight weeks.

School Year Support:

- a. Each student is provided with a Mentor/Tutor during the school year.
- b. Efforts are underway to train the teachers in School-to-Career concepts including integrating SCANS into the curriculum, project-based learning and integrated curriculum.
- c. Students will have an opportunity to participate in work-based learning prior to graduation.
- d. There is a strong parent involvement and support program as well as continuing personal, social, and academic guidance.

Currently, STEP School-to-Career program is funded by PIC in the amount of \$104,363; the MOCYF, \$244,000; the SFUSD, \$144,624; and the State Department of Education, \$75,000. Partners include San Francisco State University, the Mayor's Youth Employment and Education Program, and New Way Workers. Approximately 750 students will be impacted by the program.

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PRIVATE INDUSTRY COUNCIL
of San Francisco, Inc.
MEMORANDUM

TO: MEMBERS, EVALUATION COMMITTEE
MAYOR'S STAFF

DATE: AUGUST 8, 1997

FROM: STEVE ARCELONA SUBJECT: STAFF RECOMMENDATIONS FOR ADOPTING WAIVERS BEING REQUESTED BY THE
GOVERNOR IN THE "FIRST ROUND"**BACKGROUND:**

In August of 1996, the *Department of Labor Appropriations Act for 1997* was enacted granting authority to the Secretary of Labor to waive certain provisions of the *Job Training Partnership (JTPA)* and the *Wagner-Peyser Acts* for Program Year 1997 (i.e., PY'97, from July 1st of this year to June 30th of next year).

In March of 1997, the State's Employment Development Department (EDD) requested, on the internet, proposals for the Governor to request waivers and, during the period from March 21st to April 11th, received approximately 130 proposals. In early-April, the U.S. Department of Labor (USDOL) issued the final criteria and procedures for governors to request those waivers from the Secretary.

On May 7th, the Oversight and Coordination Committee of the State Job Training Coordinating Council (SJTCC) held a public hearing to review a "State Waiver Plan" proposed by the EDD. That proposed plan consisted of twelve waiver requests selected from the 130 proposed earlier and, for each, proposed "conditions" that would apply to the proposed waiver if it were requested by the Governor, granted by the Secretary, and subsequently adopted for implementation in an SDA by its governing partners (i.e., the chief local elected official and the private industry council). As a result of that hearing, the SJTCC Committee forwarded that proposed plan, with several modifications, to the Governor.

On May 21st, the Governor adopted the proposed "State Waiver Plan" and forwarded it to the USDOL and it was subsequently identified as the "First Round State Waiver Plan". As of today, the Secretary's decisions on those requested waivers are still pending, leaving fewer than eleven months of PY'97 in which "to implement" whatever waivers are "adopted" for an SDA and achieve the "conditions" imposed.

On July 2nd, the EDD issued a request for a "Second Round" of proposed waiver requests.

On July 21st, the EDD asked local elected officials and private industry councils to conduct public hearings and to decide which, if any, of the twelve waivers requested in the "first round" should be "adopted" and "implemented" in their SDAs during the remainder of PY'97 and subject to the "conditions" proposed by the Governor or imposed by the Secretary, if she grants the waiver requested.

SUMMARY OF RECOMMENDATIONS (REFER ALSO TO THE MAY 1997 "CALIFORNIA STATE WAIVER PLAN" DISTRIBUTED JULY 28TH):

Each waiver being requested by the Governor contains certain proposed "conditions". If the waiver is granted by the Secretary as it was requested by the Governor and if it is "adopted" by the private industry council and the chief elected official for "implementation" in their Service Delivery Area (SDA), the proposed "conditions" would create an obligation for the SDA's Administrative Entity to meet certain additional performance criteria or administrative responsibilities.

Subject to the Secretary's decisions, the Staff's recommendations for "adopting" the waivers being requested and for assuming responsibility for the "conditions" that would accompany them are:

745 Franklin Street, Suite 400, San Francisco, CA 94102-3117
415/931-7460 Fax 415/931-7590 TDD 415/749-7403

Adopt for S.F.?	Waivers Requested by the Governor (Pages of State Plan)	"CONDITIONS"			
		Title II(A)(77%) Increase EER over PY'95	Title II(C)(82%) Increase YPTR over PY'95	Title III(60%) Increase EER over PY'95	Other "Conditions"
?	Three Statewide Waivers P4. Youth Pos. Term. Rate (Pages 14-15)		3%		Maintain Training Levels
OK	A3. Two Cost Categories (Page 15)				
OK	A4. Title III PPFU (Pages 15-16)				
?	P1. Standalone Job Search & Work Experience - Adults (Pages 7-9)	3%			
?	P1. Standalone Job Search & Work Experience - Youths (Pages 7-9)		3%		
?	P1. Standalone Job Search & Work Experience - Title III (Pages 7-9)			3%	
Yes	P2. Post Termination Training Services (Pages 3-4)				10% Increase in Wages
Yes	P3. Exclude SSDI from Eligibility Income (Pages 4-5)				5% Inc. in No. of Disabled Adults
Yes	P5. Allow Youth OJT w/o Adult Wage Reqmt. (Pages 5-6)		1%		
No	P6. Consolidate Youth Employment Enhancements (Pages 9-10)		1%		
Yes	P7. Allow 10% Window for SYETPs (Page 6)				Report to State
No	P8. Allow Employment Generating Activities (Pages 10-12)	2%		2%	
No	A1. Exclude Transfers From Performance Calculations (Pages 12-13)	2%		2%	
Yes	A2. Allow Program Income for any Title (Pages 6-7)				Report to State
CUMULATIVE TOTALS		?%	?%	?%	
MAXIMA (OR "CAPS")		5%	5%	5%	
SAN FRANCISCO TOTALS		?%	?%	?%	

Unfortunately, the "conditions" proposed to be imposed for "adopting" some of the requested waivers are frequently ambiguous. For example, some are described either:

- as a "performance goal" and as an actual result (e.g., refer to pages 8 and 29 of the "State Waiver Plan" for the Requested Waiver denoted as "P1.");
- as a "performance standard" (either before or after application of the national regression model) and as an actual result (e.g., refer to pages 12 and 29 of the Plan for the Request denoted as "P4.");
- as a "performance goal" and as a "performance outcome" (e.g., refer to pages 14, 15, and 29 of the Plan for the Requests denoted as "P5." and as "P6."); but
- the relationship, if any, between these performance "conditions" (which are all based on PY'95), the Secretary's "Unadjusted Performance Standard (or 'Departure Point' for PY'97", and the "PY'97 Performance Standard Adjusted (by means of the 'national multiple regression model') for Local Factors" is unstated and (to put it mildly) thought provoking.

As a consequence, for each waiver being requested the following is provided subsequently in this report:

- a description of the "conditions" that are being proposed for "adopting" the requested waiver for "implementation" in either a Service Delivery Area or in all SDAs in the State during PY'97;
- a brief analysis comparing, for San Francisco, the projected benefits and the possible consequences (or costs) of the "conditions" being proposed for each waiver being requested by the Governor (assuming it is promptly granted by the Secretary without any changes); and,
- based on that analysis, the PIC Staff recommendations as to whether that proposed waiver should be "adopted" for purposes of "implementation" in San Francisco during the remainder of PY'97.

The "First Round State Waiver Plan" subdivides the twelve waivers being requested by the Governor into:

- eight waivers of "program" requirements (designated by the letter "P" and followed by a number representing the sequence in which it was proposed by the EDD) and four waivers of "administrative" requirements (designated by the letter "A" and followed by a sequential number);
- nine "optional SDA waivers" for which the chief local elected official and private industry council of each Service Delivery Area (SDA) have the options of "adopting" or "not adopting" for purposes of "implementation" in that SDA during the remainder of PY'97; and
- three "statewide waivers" for which there do not appear to be any local options.

Of the nine "optional SDA waivers" being requested, PIC Staff is recommending that:

- five be adopted for implementation in San Francisco in PY'97 (refer to pages 4 through 7 of this report);
- three not be adopted for implementation (refer to pages 7 through 11); and
- adoption of one be deferred until additional information is provided (refer to pages 11 through 15).

Staff analyses of the three requested "statewide waivers" are presented on pages 14 through 17 along with comments or (although not requested) recommendations for implementation.

PROPOSED "OPTIONAL SDA WAIVERS" RECOMMENDED FOR "ADOPTION":

"P2. Allow the provision of training (including OJT with a current or previous employer) as a post-termination service and allow post termination services for up to one year for all titles."

Condition: The Governor is proposing that, as a "condition" for adopting his requested waiver for implementation in San Francisco, the Council and the Mayor must also agree to accept an additional performance requirement for all JTPA Programs or (it is not clear) for just those programs in which the waiver is actually implemented during PY'97.

That additional performance requirement would be that individuals provided with these newly-authorized post-termination training services would obtain a ten percent increase in their wages one year after their terminations from any JTPA Program, as determined by the EDD's Unemployment Insurance (UI) Wage Database.

Analysis: Passage of the *Personal Responsibility and Work Opportunity Act* (otherwise known as the "welfare reform act"), the Governor's initial proposal (i.e., "Cal TAP") to implement it with even greater emphasis on those who will be eligible for the new "Temporary Assistance for Needy Families" (TANF) accepting "any job" even if only for a short period of time under even shorter eligibility time limits, and the May 1997 recommendations of the Mayor's Welfare Reform Task Force strongly support this proposed expansion in authority for JTPA post-termination training.

PIC Staff has strong reservations about:

- the timing in the proposed "condition" (e.g., if post-termination training is still being provided at the end of the twelve-month period following the individual's termination from San Francisco's JTPA Program System, is it reasonable to expect that individual to have obtained another job with a ten percent increase in the wage that s/he was receiving when s/he was initially terminated from the JTPA Program?); and
- the proposed exclusive use of the UI Wage Database for purposes of determining achievement of the additional performance requirement being proposed (please refer to the analysis presented with respect to the waiver request denoted as "A4").

Recommendation: Staff recommends this requested waiver be adopted for implementation in San Francisco during the remaining months of PY'97 if the Secretary grants that request and provided that the EDD agrees:

- the ten percent wage increase requirement would only apply to terminees from San Francisco's JTPA Program System who actually complete post-termination training within twelve months of termination and are placed in jobs; and
- sources of data other than just the UI Wage Database should be used, where necessary, for purposes of determining achievement, or lack thereof, of that additional performance criterion.

"P3. Exclude Social Security Disability Income (SSDI) as income when determining eligibility for (JTPA) Title II services."

Condition: If this proposed waiver is granted by the Secretary and adopted for implementation in San Francisco by the Council and the Mayor during whatever months remain in PY'97, the Governor is proposing that, as a "condition" of that latter decision, the Council and the Mayor must also agree to accept an additional performance criterion for the PY'97 JTPA Title IIA (77%-Basic Year Round Adult Training) Program.

That additional criterion would be that the cumulative number of disabled adults who are enrolled in the JTPA Title IIA (77%-Basic Year Round Adult Training) Program during the twelve months of PY'97 would be five percent greater than the cumulative number of disabled adults who were enrolled in that program during all twelve months of PY'95.

Analysis: This waiver would be especially appropriate for the "welfare reform legislation" even though the Labor Department proscribed all waivers of "JTPA eligibility" requirements.

Recommendation: Staff strongly recommends that this proposed waiver be adopted for implementation in PY'97 provided the EDD agrees to a *pro-rata* reduction of the five percent increase in the enrollments of disabled adults if fewer than eleven months are left in PY'97 to implement it.

"P5. Allow youth OJT without adult wage requirements."

Conditions: If this proposed waiver is granted by the Secretary and adopted for implementation in San Francisco by the Council and the Mayor in PY'97, the Governor is proposing that the Council and the Mayor must also agree to accept additional performance criteria for the JTPA Title IIC (82%-Basic Year Round Youth Training) Program.

One of those criteria would be to adopt the Youth Positive Termination Rate (YPTR) as either an additional or a substitute "performance standard"; please refer to the Waiver Request denoted as "P4." in the attached "State Waiver Plan" for a definition of this measure. The other criterion would be to adopt a "one-percent increase" in either the "performance goal" or the "performance outcome" recorded for that measure in PY'95 and that would result in either:

- a PY'97 "performance goal" of 66.82% based on the "model-adjusted PY'95 performance standard"; or
- a PY'97 "performance goal" of 69.9% based on the "unadjusted PY'95 performance standard" (or Secretary's "departure point") for that measure; or
- a PY'97 "performance goal" of 79.00% based on San Francisco's PY'95 "performance goal" in the last modification to that subpart of San Francisco's PY'94-95 Job Training Plan"; or
- a PY'97 "performance outcome" of 78.10% based on the "performance outcome" actually recorded for this measure in San Francisco in PY'95; or,
- perhaps it was intended that the Secretary's "unadjusted performance standard" for this measure in PY'97 (which does not appear to have been announced yet) should be "increased by one percent", subject to possible subsequent adjustments.

"For those SDAs that choose (to adopt this waiver for implementation) and other option waivers which require an increase in youth positive terminations, the cumulative increase in the Youth Positive Termination Rate will be 5%."

Analysis: The requirement that would be waived by this request is probably the most misdirected in the Act, as it was amended in 1992. That statutory provision requires that the subsidized OJT training wages for all eligible youths must equal or exceed the average wage recorded for all adults who, after training, were placed in unsubsidized employment in the immediately preceding program year. This means:

- the minimum subsidized OJT wage for youths could not be based on either local labor market conditions (because it would be based solely on the previous program performance in serving eligible adults in that SDA) or on prevailing wages in the same or similar jobs (which would still be required by all other provisions of the Act);

- eligible youths could not be trained for jobs in which approximately half of all eligible adults in the preceding program year were placed after training (this age discrimination would be prohibited but for this statutory requirement, according to the USDOL); and
- eligible, out-of-school youths (the enrolments of whom are a priority under the amended Act) would be denied the only appropriate training for many of them.

While a "one percent increase" in the Youth Positive Termination Rate for adopting this waiver would generally seem to be reasonable (because, historically, entered employment rates for the OJT technology are higher than are those for any other training technology), the risks of adopting it would be:

- one cannot be certain if one would be agreeing to an "unadjusted performance standard" of 66.82%, of 79.00%, or of something else for the JTPA Title IIC (82%-Basic Year Round Youth Training) Program for all twelve months of PY'97;
- one cannot be sure if one would be agreeing to ignore the Secretary's "unadjusted performance standard" for the PY'97 JTPA Title IIC (82%-Basic Year Round Youth Training) Program; and
- one cannot predict how many months of PY'97 will actually be available for the PIC and its subcontractors to implement that requested waiver (if it is granted) and to attempt to comply with that "condition".

Recommendation: PIC Staff strongly recommends that this proposed waiver be adopted for implementation provided that EDD agrees the PY'97 "performance standard":

- is 66.82% or the Secretary's "unadjusted performance standard for PY'97", whichever of the two is lower in value;
- is subject to application of the PY'97 national regression model; and
- the one percent increase is subject to a *pro-rata* reduction if fewer than eleven months are left in PY'97 to implement that requested waiver.

"P7. Allow a 10 percent window for (JTPA) Title IIB, Summer Youth Employment and Training Program (SYETP), consistent with the (JTPA) Title IIC (82%-Basic Year Round Youth Training) Program."

Conditions: The only "condition" that would be attached to this requested waiver being adopted and implemented in San Francisco would be that characteristics data on those youths enrolled in either the 1997, the 1998, or both SYETPs would have to be compared with those on eligible youths who were enrolled in the 1996 and perhaps earlier SYETPs.

Since these data are normally collected and compiled for any JTPA Title IIB (SYETP), there would be no additional investment or assumption of risk required in adopting and implementing this particular waiver in San Francisco.

Analysis: The proposed waiver would eliminate a glaring inconsistency between the two JTPA youth programs and this would enhance potential coordination between them and between them and other San Francisco youth employment programs.

This proposed waiver would probably be of no benefit to the 1997 SYETP (because that program will have almost expired by the time any waiver could be granted and implemented) and it may not be of much benefit to the 1998 SYETP because these waivers would expire on June 30th of 1998 just as that SYETP would begin .

Recommendation: Assuming it is granted by the Secretary as it was proposed by the Governor, PIC Staff recommends that this proposed waiver be adopted for implementation in either of San Francisco's two JTPA Title IIB (SYETPs) and that Staff be instructed to negotiate an agreement with the State providing the most favorable "conditions" for applying it to either or both JTPA Title IIB (SYETPs).

"A2. Allow use of Program Income earned in one JTPA Title Program to be used for any JTPA Title Program."

Condition: Since the PIC is already required under current law to document all "income" earned from any JTPA Program, to expend it only that program, to report the expenditure of that earned income for the benefits of that same JTPA Program and of the same cost category from which it was earned, and since this proposed waiver would require the PIC continue to document only the first step, there is effectively no "condition" that would apply to the adoption and implementation of this requested waiver.

Analysis: Since this proposed waiver would improve the potential for effective coordination and collaboration and would entail no new accounting responsibilities that are not already required, there is no reason not to adopt and implement this requested waiver.

Recommendation: PIC Staff strongly recommends that this requested waiver be adopted for implementation in the remaining months of Program Year 1997.

PROPOSED "OPTIONAL SDA WAIVERS" THAT SHOULD NOT BE ADOPTED:

"P6. Allow flexibility to offer the full range of employability enhancement training to all youths, regardless of age."

Conditions: If this proposed waiver is granted by the Secretary and adopted for implementation in San Francisco by the Council and the Mayor during whatever months remain in PY'97, the Governor is proposing that the Council and the Mayor must also agree to accept additional performance requirements for the PY'97 JTPA Title IIC (82%-Basic Year Round Youth Training) Program.

One of those new requirements would be a substitute performance measure which would be the Youth Positive Termination Rate; please refer to the Waiver Request denoted as "P4." in the attached "State Waiver Plan" for a definition. Because the criterion is described in that Plan (on page 15) as a "one-percent increase" in either the "performance goal" or the "performance outcome" recorded for that measure in PY'95, the "condition" would be either:

- a PY'97 "performance goal" of 66.82% based on the "model-adjusted PY'95 performance standard"; or
- a PY'97 "performance goal" of 69.9% based on the "unadjusted PY'95 performance standard" (or Secretary's "departure point") for that measure; or
- a PY'97 "performance goal" of 79.00% based on San Francisco's PY'95 "performance goal" in the last modification to that subpart of San Francisco's PY'94-'95 Job Training Plan"; or
- a PY'97 "performance outcome" of 78.10% based on the "performance outcome" actually recorded for this measure in San Francisco in PY'95; or,
- perhaps it was intended that the Secretary's "unadjusted performance standard" for this measure in PY'97 (which does not appear to have been announced yet) should be increased by one percent, subject to possible subsequent adjustments.

"For those SDAs that choose (to adopt this waiver for implementation) and other option waivers which require an increase in youth positive terminations, the cumulative increase in the Youth Positive Termination Rate will be 5%."

Analysis: While PIC Staff recommends support for almost any proposal that consolidates and simplifies employment competencies for all age groups, this proposed waiver would only permit those specified in the Act for youths in the 14-15 year old age-range to be consolidated with those that are specified in it for youths in the 16-21 year-old age range into a single comprehensive set of competencies for all youths in the range from 14 to 21 years of age. It ignores the differences that would continue to exist between the employment competencies that are specified for youths in the 14-21 year age range and for young adults who are 22 years of age or older.

Since there are no current plans to serve youths in the 14-15 year old age group in the JTPA Title IIC (82%-Basic Year Round Youth Training) Subpart of San Francisco's PY'96-'97 Job Training Plan [there are plans to serve youths in that age group in both the JTPA Title IIB (Summer Youth Employment and Training Program) and the JTPA Titles IIA/C (5%-Incentive) Subparts], this requested waiver would have no practical or immediate benefits to San Francisco in PY'97.

Recommendation: Because adoption and implementation of this requested waiver would have no immediate benefit for San Francisco and because adoption and implementation would require acceptance of a "condition" to increase the PY'97 Youth Positive Termination Rate "from one to five percent", the PIC Staff is recommending that this requested waiver not be adopted for implementation in San Francisco.

"P8. Allow prescribed use of limited JTPA funds for "Employment Generating Services".

Conditions: If this requested waiver is granted by the Secretary and adopted for implementation in San Francisco by the Council and the Mayor during the remainder of PY'97, the Governor is proposing that the Council and the Mayor must also agree to accept additional performance criteria for the JTPA Titles IIA (77%-Basic Year-Round Adult Training) and IIIA (60%-Formula Dislocated Workers) Programs.

The additional performance criteria that the Council and the Mayor would be required to accept for the JTPA Title IIA (77%-Basic Year-Round Adult Training) Program is an Entered Employment Rate which is "two percent more than what was actually recorded in San Francisco during PY'95" or which would be:

- 62.09% based on San Francisco's "model adjusted performance standard" for that measure in PY'95; or
- 60.30% based on the "unadjusted performance standard" (or the Secretary's "Departure Point") for that measure in PY'95; or
- 65.30% based on San Francisco's "performance goal" for that measure in the last PY'95 modification to that subpart of San Francisco's PY'94-'95 Job Training Plan; or
- 73.30% based on the actual result for that measure in San Francisco's PY'95 JTPA Title IIA (77%-Basic Year Round Adult Training) Program; or,
- perhaps it was intended that the Secretary's "unadjusted performance standard" for this measure in PY'97 (which does not appear to have been announced yet) should be "increased by two percent", subject to possible subsequent adjustments.

In addition, the Council and the Mayor would be required to agree to a "two-percent increase" in the Entered Employment Rate standard for the PY'97 JTPA Title IIIA (60%-Formula Dislocated Workers) Program that would result in:

- 55.09% based on San Francisco's "model adjusted performance standard" for that measure in PY'95; or
- 69.00% based on the "unadjusted performance standard" (or the Secretary's "Departure Point") for that measure in PY'95; or
- 62.00% based on San Francisco's "performance goal" for that measure in the last PY'95 modification to that subpart of San Francisco's PY'94-95 Job Training Plan; or
- 61.17% based on the actual result for that measure in San Francisco's PY'95 JTPA Title IIA (77%-Basic Year Round Adult Training) Program; or,
- perhaps it was intended that the Secretary's "unadjusted performance standard" for this measure in PY'97 (which does not appear to have been announced yet) should be "increased by two percent", subject to possible subsequent adjustments.

"For those SDAs that choose (to adopt this waiver for implementation) and other optional waivers which require an increase in ... the ... Entered Employment Rate for the Title IIA (77%) and Title III formula programs, the cumulative increase in the Entered Employment Rate for each program will be 5%."

Analysis: Prior to 1992, "Employment Generating Activities" were authorized in the Act and were defined in "JTPA Directive 87-7" as:

"Activities conducted for the purpose of encouraging expansion, relocation, or creation of business and that may or may not be directly related to employment and training opportunities for participants but are intended to result in increased employment and training opportunities for JTPA eligible individuals."

The 1992 amendments to the Act not only explicitly prohibit any expenditures of JTPA monies for "Employment Generating Activities", in a new provision [i.e., section 141 (c) of the Act] they also explicitly prohibit any expenditures of JTPA monies for either the intended or unintended purposes of relocating any business that results in any loss of employment. While the proposed waiver would remove some of the former prohibition, it would not affect the latter prohibition. As a result, the "State's Waiver Plan" explains that the following would be the five sets of newly authorized activities if this proposed waiver is granted:

"promoting the use of first source hiring agreements, voucherizing services in support of various enterprise zone efforts, collective marketing of services available through JTPA with local economic development practitioners, advertising to industry clusters that match the skill sets of JTPA participants, and active participation with local business resource centers (incubators) to provide technical assistance to small and new business to reduce the rate of business failure."

Currently, there are other, more appropriate, sources of financing available in San Francisco that are already committed to some or all of those five purposes.

In addition, on June 24th the Council's Evaluation Committee received testimony that the commitment of JTPA financing to entrepreneurship training and incubators would reduce Entered Employment Rates; that would be contrary to and would exacerbate the difficulties of meeting the more stringent performance criteria that would be imposed as a "condition" for adopting and implementing this requested waiver.

Recommendation: PIC Staff recommends that this proposed waiver not be adopted for implementation in San Francisco because the potential benefits from it do not equal the possible consequences of attempting to implement its "conditions", even if the proposed waiver were granted and implemented before the end of July.

"A1. Exclude persons who transfer to another JTPA program for continuation of services from the calculation of the Entered Employment Rate for the title (program) from which they were transferred."

Conditions: If this proposed waiver is granted by the Secretary and adopted for implementation in San Francisco by the Council and the Mayor in PY'97, the Governor is proposing that the Council and the Mayor must also agree to accept additional performance criteria for the JTPA Titles IIA (77%-Basic Year-Round Adult Training) and IIIA (60%-Formula Dislocated Workers) Programs.

The additional performance criteria that the Council and the Mayor would be required to accept for the JTPA Title IIA (77%-Basic Year-Round Adult Training) Program is an Entered Employment Rate which is "two percent more than what was actually recorded in San Francisco during PY'95" or which would be:

- 62.09% based on San Francisco's "model adjusted performance standard" for that measure in PY'95; or
- 60.30% based on the "unadjusted performance standard" (or the Secretary's "Departure Point") for that measure in PY'95; or
- 65.30% based on San Francisco's "performance goal" for that measure in the last PY'95 modification to that subpart of San Francisco's PY'94-'95 Job Training Plan; or
- 73.30% based on the actual result for that measure in San Francisco's PY'95 JTPA Title IIA (77%-Basic Year Round Adult Training) Program; or,
- perhaps it was intended that the Secretary's "unadjusted performance standard" for this measure in PY'97 (which does not appear to have been announced yet) should be "increased by two percent", subject to possible subsequent adjustments.

In addition, the Council and the Mayor would be required to agree to a "two-percent increase" in the Entered Employment Rate standard for the PY'97 JTPA Title IIIA (60%-Formula Dislocated Workers) Program that would result in:

- 55.09% based on San Francisco's "model adjusted performance standard" for that measure in PY'95; or
- 69.00% based on the "unadjusted performance standard" (or the Secretary's "Departure Point") for that measure in PY'95; or
- 62.00% based on San Francisco's "performance goal" for that measure in the last PY'95 modification to that subpart of San Francisco's PY'94-'95 Job Training Plan; or
- 61.17% based on the actual result for that measure in San Francisco's PY'95 JTPA Title IIA (77%-Basic Year Round Adult Training) Program; or,
- perhaps it was intended that the Secretary's "unadjusted performance standard" for this measure in PY'97 (which does not appear to have been announced yet) should be "increased by two percent", subject to possible subsequent adjustments.

"For those SDAs that choose (to adopt this waiver for implementation) and other optional waivers which require an increase in ... the ... Entered Employment Rate for the Title IIA (77%) and Title III formula programs, the cumulative increase in the Entered Employment Rate for each program will be 5%."

Analysis: Because the PIC maintains a single, comprehensive, management information system as a corollary to "San Francisco's One-Stop Career Center System", it is able and permitted to keep individuals who transfer from one JTPA Program to another JTPA Program (or even to another program outside of its JTPA Program System) concurrently enrolled in both programs until the person is "officially terminated" from either (in which case the individual is simultaneously terminated from both programs).

The purpose of this proposed waiver is to permit those SDA Administrative Entities that do not have "single, comprehensive, management information systems" to avoid penalizing their performance records simply because they do not yet have a an integrated database management system to mirror a "one-stop career center system".

Recommendation: PIC Staff recommends that this proposed waiver not be adopted for implementation in San Francisco because there are no potential benefits from it for San Francisco and because, even if there were, they would not outweigh the possible consequences of attempting to comply with its ambiguous "conditions", even if the proposed waiver were granted and implemented before the end of July.

"ADOPTIONS" OF PROPOSED "OPTIONAL SDA AND STATEWIDE WAIVERS" THAT SHOULD BE DEFERRED UNTIL ADDITIONAL INFORMATION IS AVAILABLE:

"P1. Allow stand-alone Job Search, Job Search Assistance, and Work Experience."

Conditions: If this proposed waiver is granted by the Secretary and adopted for implementation by the Council and the Mayor in PY'97, the Governor is proposing that the Council and the Mayor must also agree to accept additional performance criteria for the JTPA Titles IIA (77%-Basic Year-Round Adult Training), the IIC (82%-Basic Year-Round Youth Training) and IIIA (60%-Formula Dislocated Workers) Programs.

The following additional performance criteria (each of which represents a "three percent increase" over what was actually recorded in San Francisco for PY'95) would be:

- an Entered Employment Rate for the PY'97 JTPA Title IIA (77%-Basic Year-Round Adult Training) Program of:
 - 63.09% based on San Francisco's "model adjusted performance standard" for that measure in PY'95; or
 - 61.30% based on the "unadjusted performance standard" (or the Secretary's "Departure Point") for that measure in PY'95; or
 - 67.64% based on the "performance goal" for that measure in the last PY'95 modification of that subpart in San Francisco's PY'94-'95 Job Training Plan; or
 - 74.30% based on the actual result for that measure in San Francisco's PY'95 JTPA Title IIA (77%-Basic Year Round Adult Training) Program; or,
 - perhaps it was intended that the Secretary's "unadjusted performance standard" for this measure in PY'97 (which does not appear to have been announced yet) should be "increased by three percent", subject to possible subsequent adjustments; and
- a Youth Positive Termination Rate for the PY'97 JTPA Title IIC (82%-Basic Year-Round Youth Training) Program (refer to the Requested Waiver denoted as "P4." in the "First Round State Waiver Plan" for the definition of this new measure) of:
 - 68.82% based on the local "model adjusted PY'95 performance standard"; or
 - 71.90% based on the "unadjusted standard" for that measure in PY'95; or

- 81.00% based on the "performance goal" for that measure in the last PY'95 modification of that subpart of San Francisco's PY'94-'95 Job Training Plan; or
- 80.10% based on the actual result for that measure in San Francisco's PY'95 JTPA Title IIA (77%-Basic Year Round Adult Training) Program; or,
- perhaps it was intended that the Secretary's "unadjusted performance standard" for this measure in PY'97 (which does not appear to have been announced yet) should be "increased by three percent", subject to possible subsequent adjustments.

In addition, the Entered Employment Rate "performance outcome", "performance goal", or "performance standard" for the JTPA Title IIIA (60%-Formula Dislocated Workers) Program would also be effectively increased by "three percentage points" over what was actually recorded in San Francisco's PY'95 JTPA Title IIIA (60%-Formula Dislocated Workers) Program to reflect one of the following five possibilities to result in:

- 56.09% based on San Francisco's "model adjusted performance standard" for that measure in PY'95; or
- 70.00% based on the "unadjusted performance standard" for that measure in PY'95; or
- 60.00% based on the "performance goal" for that measure in the last PY'95 modification to that subpart of San Francisco's PY'94-'95 Job Training Plan; or
- 62.17% based on the actual result for that measure in San Francisco's PY'95 JTPA Title IIA (77%-Basic Year Round Adult Training) Program; or,
- perhaps it was intended that the Secretary's "unadjusted performance standard" for this measure in PY'97 (which does not appear to have been announced yet) should be "increased by three percent", subject to possible subsequent adjustments.

"For those SDAs that choose (to adopt this waiver for implementation) and other optional waivers which require (either) an increase in ... the ... Entered Employment Rate for the Title IIA (77%) and Title III formula programs or an increase ... in ... Youth Positive Termination Rate for the Title IIC (82%) program, the cumulative increase in the Entered Employment Rate or the Youth Positive Termination Rate for each (respective) program will be 5%."

Analysis: Since "stand-alone job search, job search assistance, and job clubs services" are already financed in San Francisco under the *Wagner-Peyser Act* through the EDD Field Offices and under the JOBS (or GAIN) Program through the San Francisco Department of Human Services' (SF DHS) "Express to Success Center" and since those services are already integrated into or coordinated with services authorized under the *Job Training Partnership Act* under San Francisco's "One-Stop Career Center System", adoption of this requested waiver for implementation in San Francisco in PY'97 would create unnecessary (and expensive) duplications of services and few benefits.

Even though "for some Title II and Title III participants (e.g., adult public assistance recipients, etc.), the assessment may show that work experience (as a stand-alone service) is the most appropriate intervention strategy for the individual" and even though the surfeit of new labor force participants that is expected from the effects of the *Personal Responsibility and Work Opportunity Act* raises the specter of "government as employer of last resort", it is doubtful that the limited "work experience" service authorized under the JTPA would be adequate for that purpose.

Either "on-the-job training" (for which greater flexibility is being requested under the Requested Waiver designated as "P5.") or "public service employment" (which would

still be prohibited under all federal legislation) would be much more appropriate and effective for purposes of "wage and labor standards" and of "workers' rights, participation, and protection" issues.

For "in-school youths" (who are generally not served in San Francisco's year-round JTPA Program System), there are other, much more appropriate, financial resources available for "stand-alone work experience" services on a year round basis.

In addition, almost all historical data [e.g., from San Francisco's FFY 1997 RESS and RTAP Programs, from all of San Francisco's JTPA Title IIB (Summer Youth Employment and Training Programs), from almost all other employment and training programs in not only San Francisco but in all other SDAs, etc.] consistently indicate that both the Entered Employment Rate and the Youth Positive Termination Rate should be expected to decline significantly whenever "job search, job search assistance, or work experience services" are provided on a stand alone basis and not in close combination with other more appropriate training services.

Recommendations:

Since:

- the specific "conditions" that would have to be agreed to in order to adopt and implement this requested waiver are so ambiguous one cannot possibly estimate what their possible consequences might be;
- all available historical evidence indicates that the values of these three "performance measures" should decline and not increase (as the "conditions", however they are interpreted would require) with the addition of the technologies specified in the waiver request;
- the new JTPA services that would be authorized by this requested waiver would either duplicate similar services already being provided in San Francisco with financing from other sources;
- the new JTPA services that would be authorized by this requested waiver would not be particularly relevant to eligible populations served in San Francisco's JTPA Program System;
- the Council and the Mayor would be required to conduct a new competitive procurement for subcontractors to provide stand alone job search, job search assistance, or work experience services financed with JTPA Titles IIA, IIC, or IIIA monies during whatever months of PY'97 remain; and
- a new procurement process would decrease even further the number of "remaining months of PY'97 in which to attempt to meet the "conditions" that would accompany adoption of this waiver;

the PIC's Staff initially recommended that this requested waiver not be adopted for implementation in San Francisco even if it is granted by the Secretary because the potential benefits of adopting it do not appear to equal the potential consequences of attempting to comply with the "conditions" proposed for it, even if the requested waiver had been granted and implemented before the beginning of PY'97.

However, representatives of the Mayor (having already reviewed all of the preceding information) have urged that this waiver request be adopted because:

- "in the context of welfare reform, as well as (for increasing) services to (General Assistance) recipients, stand-alone job search will be a very important tool;

- "the City is interested in increasing the availability of services of this kind, and PIC resources will obviously be an important element in making this possible;
- "we should not let concerns about possibly higher performance standards deter us from availing ourselves of all possible waivers; and,
- "later on, we can make pragmatic decisions about whether to activate particular program approaches (or technologies), but it is not in our interest to foreclose (those) options in advance."

As a consequence, PIC Staff suggests that the decision on the adoption of this particular waiver request be deferred until:

- the Secretary of Labor has acted on the Governor's request and on the "conditions" that have been proposed to accompany it; and
- authorized representatives of the Governor can provide written guidance on the following issues:
 - whether a portion of a requested waiver (e.g., just the "stand-alone job search" or "job search assistance" portions without the "stand-alone work experience" portion) can be adopted for implementation in an SDA and, if so, whether the "conditions" that the Secretary approves for it could be similarly apportioned as well?;
 - whether the "conditions" that the Secretary approves for a waiver, if it is granted, would still apply if it is adopted for implementation in an SDA but, for whatever reasons (which may include lack of time), it is not implemented before the end of PY'97?;
 - what criteria will be used to determine whether "implementation" has occurred?; and
 - would the "conditions" that are approved by the Secretary apply only to that subpart program for which the adopted waiver is implemented?

PIC Staff will attempt to obtain authorized guidance on each of these issues prior to the Committee's meeting.

"P4. Utilize the Youth Positive Termination Rate as a core standard [for the Program Year JTPA Title IIC (82%-Basic Year Round Youth Training) Program] instead of the ... Entered Employment Rate and (the) Employability Enhancement Rate [that were and are being used for the Program Years 1995 and 1996 JTPA Title IIC (82%-Basic Year Round Youth Training) Program]."

Conditions: If this requested waiver is granted by the Secretary, the Governor is proposing that all California SDA Administrative Entities would be required to implement it in the remainder of PY'97, to accept a substitute core performance measure for the JTPA Title IIC (82%-Basic Year-Round Youth Training) Program, and to increase its "standard value" by three percentage points over what was actually recorded in PY'95.

For San Francisco, that would mean a Youth Positive Termination Rate for the PY'97 JTPA Title IIC (82%-Basic Year-Round Youth Training) Program (refer to the Requested Waiver denoted as "P4." in the "First Round State Waiver Plan" for the definition of this new measure) of:

- 68.82% based on San Francisco's "model adjusted performance standard" for that measure in PY'95; or

- 71.90% based on the "unadjusted performance standard" for that measure in PY'95; or
- 81.00% based on San Francisco's "performance goal" for that measure in the last PY'95 modification to that subpart of San Francisco's PY'94-'95 Job Training Plan; or
- 80.10% based on the actual result for that measure in San Francisco's PY'95 JTPA Title IIA (77%-Basic Year Round Adult Training) Program; or
- perhaps it was intended that the Secretary's "unadjusted performance standard" for this measure in PY'97 (which does not appear to have been announced yet) should be "increased by three percent", subject to possible subsequent adjustments.

Analysis: While adjustments by way of the national multiple regression model and, for extreme local values, beyond it are and would reportedly continue to be available for the "performance standard" (i.e., the Youth Positive Termination Rate) that is being requested as a substitute for the two present "performance standards" that have been specified by the Secretary for PY'96 and PY'97 (i.e., the Entered Employment Rate and the Employability Enhancement Rate), there are no rationales offered for:

- for the proposed increase of three percent in that substitute standard for the eleven or fewer months of PY'97 that would remain for implementing it; or
- for the lack of opportunity that was provided for the Council and the Mayor to elect not to adopt or implement that requested waiver.

Comments or Suggestions: PIC Staff should be instructed:

- to seek specific clarification of the "conditions" that are proposed to accompany this requested waiver should the Secretary grant it without any changes;
- to seek a *pro-rata* reduction in the proposed increase of three percent in the value of that substitute "performance standard" if fewer than eleven months are left in PY'97 to implement it and comply with that "condition";
- to seek an explanation as to why the Council and the Mayor were not afforded the opportunity to elect not to adopt this requested waiver; and
- to forward the responses to those questions to the Council and the Mayor for additional possible consideration.

PIC Staff will attempt to obtain authorized guidance on each of these issues prior to the Committee's meeting.

ANALYSES OF THE TWO REMAINING PROPOSED "STATEWIDE WAIVERS":

The State is also proposing that if any, or all, of the three remaining waivers being requested by the Governor are granted by the Secretary, they, and the "conditions" that are being proposed with respect to each of them, would apply to all SDAs in the State.

While there do not appear to be any provisions for the Council and the Mayor to elect not to adopt or implement any one of these three requested waivers, one can always ask for that election, especially if one or more of the requested waivers is granted by the Secretary in a form that differs from the one that was requested or if the "conditions" that have been proposed to accompany that requested waiver are not reasonably related to the benefits that are projected to be conferred, are so ambiguous that one cannot reasonably predict their consequences, or both.

These three requested waivers, the “conditions that appear to be attached to their adoption and implementation, and the PIC Staff’s analyses of them are:

“A3. Reduce the cost categories to two: Administration and Program for all titles.”

Condition: There would effectively be no “condition” that would apply to the Secretary’s granting of this requested waiver.

Analysis: The PIC is currently required to classify and report all JTPA expenditures incurred by three categories for all JTPA Title II Programs or by four categories for all JTPA Title III Programs. The requested waiver would authorize all California SDA Administrative Entities to reduce the number of those categories to two for all JTPA Title II Programs and to two for all JTPA Title III Programs,

Granting of this proposed waiver would permit:

- the PIC to consolidate its accrued expenditures in the “Direct Training” and “Training Related and Supportive Services” categories in all JTPA Title II Programs into a single (as yet undesignated) category along with the still-separate “Administration” category;
- the PIC to consolidate all of its accrued expenditures in the “Basic Readjustment”, the “Retraining”, the “Needs Related Payments”, and the “Supportive Services” categories in all JTPA Title III Program into a single (as yet undesignated) category along with the still-separate “Administration” category; but
- the PIC and all of its subcontractors would still have to comply, by some still-undetermined methodologies, with all of the statutory cost limitations for the “Administration” cost category (i.e., no more than 20% for all JTPA Titles IIA and IIC Programs, no more than 15% for the JTPA Title IIB-SYETP and the JTPA Title IIIA Programs) and for the “Retraining” cost category in the JTPA Title IIIA Programs (i.e., no less than 40%, unless waived by the Governor).

Because of the manner in which the PIC obligates monies in the expenditure categories that would be consolidated by this proposed waivers, the PIC would still maintain each of them separately. In addition, it appears that, in order to document compliance with the statutory cost limitations, it would still be necessary to account for all expenditures incurred by all of the specified cost categories or to employ a different, but much more complex, methodology for demonstrating compliance.

Most of the original proposals for this waiver were to eliminate all cost categories or, at the very least, to establish a common “Administration” cost limitation of twenty percent for all JTPA Programs.

Comments or Suggestions: Since there is really no “condition” to implementing this requested waiver and since there are really no benefits to be expected from it, PIC Staff recommends that no further action with regard to it is necessary at this time.

“A4 Waive the (federal) Title III post-program follow-up (PPFU) requirements.”

Conditions: Because records on employees of “reimbursable employers” (i.e., public and non-profit sector organizations) are not entered into the EDD’s UI Database until a claim is filed, because that database does not contain records on persons who are working as independent contractors, because the PIC and its subcontractors record a significant number of placements with such employers, and because there are systemic employer reporting delays of three or more months in this database, there is a distinct potential that Followup Employment Rates for all SDAs would be understated with the new followup methodology being requested.

In addition, if the number of placements being recorded by the PIC and its subcontractors with "reimbursable employers" and as independent contractors is disproportionately higher than are those of other SDAs, the understatement of San Francisco's Followup Employment Rate would be disproportionately greater than it would be for other SDAs.

Since this new methodology would only be applied to former terminees from JTPA Title III Programs and since the Followup Employment Rate is not an official "performance standard" for PY'97 JTPA Title III Programs, this would be a relative "safe manner to experiment" with it.

However, since the PIC currently procures (at a cost of just over thirty dollars per former terminee) additional followup surveys from the Survey Research Center at the University of California at Berkeley to supplement the the followup interviews that are being procured by the EDD for just a sample of those former terminees and since the granting of this requested waiver would disable the PIC's procurement of those supplemental followup data, the PIC would either:

- have to be satisfied with just sample followup data for its JTPA Title IIIA Programs, if the EDD's substitute methodology is based only on sampled data; or
- save a considerable amount of monies now being spent on the procurement of followup data on the universe of all former terminees, if the EDD's substitute methodology is based on a followup of all former terminees.

Analysis: Representatives of the UCB/SRC have indicated that it cannot conduct followup interviews on all former terminees from San Francisco's JTPA Title IIIA Programs if the EDD were no longer going to procure a sample of those followup data from it.

Comments or Suggestions: Despite the potential loss of followup data on all terminees from San Francisco's Title III Program if this requested waiver is granted by the Secretary and implemented by the EDD, there are no "conditions" attached to it which would have other consequences on San Francisco's Title III Programs. As a result, the PIC Staff has no recommendation with respect to this requested waiver.

Representatives of the PIC Staff will be prepared to discuss all of these waivers requests and all of its corresponding recommendations about adopting and implementing them, should they be granted by the Secretary exactly as they have been proposed, at the Committee's meeting.

In the meantime, if there are any questions about any of these complex issues, please contact either Raymond Holland, the PIC's designated Contract Administrator (in the case of PIC Subcontractors), or me.

cc: PIC Staff

PIC Subcontractors

All Members, Career Link Steering Committee

Antonio Castillo, Workers Assistance Prog., Calif. AFL-CIO

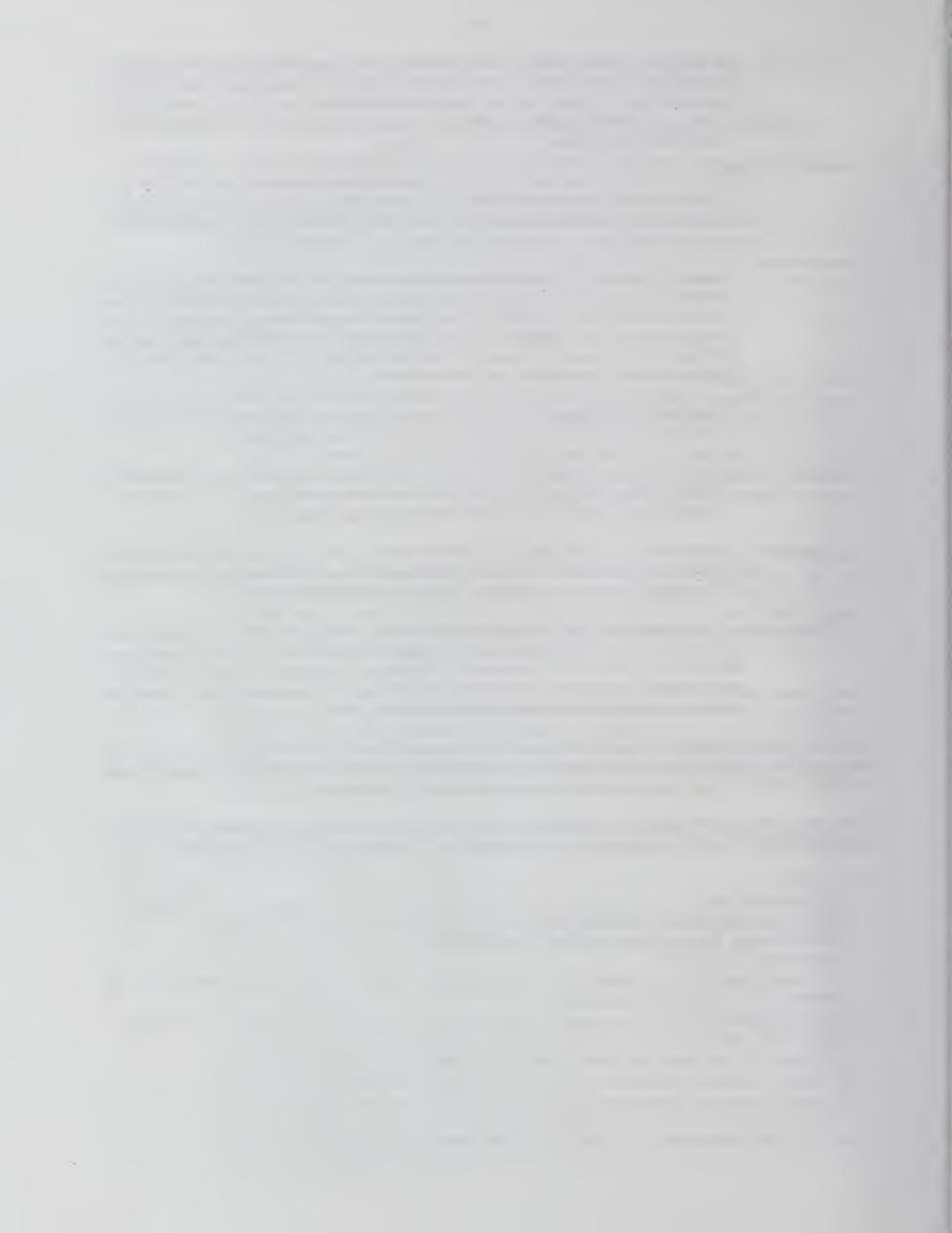
Scott Winkler, EDD/JTPD

Bill Burke, EDD/JTPD

Armando Quiroz, Region IX USDOL/ETA

Virginia Hamilton, CWA

Joan Crigger, USCM





PRIVATE INDUSTRY COUNCIL
of San Francisco, Inc.

NOTICE of a PUBLIC MEETING
of the
EVALUATION COMMITTEE

DOCUMENTS DEPT.

AUG 13 1997

SAN FRANCISCO
PUBLIC LIBRARY

DATE: Wednesday, August 27, 1997
TIME: 9:30 a.m. - 11:30 a.m.
LOCATION: City College of San Francisco
33 Gough Street
Auditorium

Agenda

Public testimony on agenda items as authorized by the Committee chair throughout the meeting

1. Adoption of agenda *
2. Approval of the minutes from the Committee's meeting of June 24, 1997 * (material enclosed)
3. PIC Staff's recommendations for adopting "First Round Waivers" to JTPA requirements for San Francisco and for assuming responsibility for the "Conditions" that would be imposed as a result * (material enclosed)
4. PIC Staff's Proposed "Second Round Waiver Requests" (material enclosed)
5. A Potential Reassessment of Performance in San Francisco's PY'95 and PY'94 JTPA Programs by the U.S. Department of Labor. (material enclosed)
6. Public testimony on issues not on the agenda.

* *Requires action by the Evaluation Committee. Please refer to the attached memorandum which identifies each of the enclosed materials with each of these agenda items.*

Issued August 11, 1997



If you require special accommodation due to a disability, please call Roberta Fazande at 931-7460 or TDD 749-7403 at least 72 hours in advance

***Know your rights under the Sunshine Ordinance
(Chapter 67 of the San Francisco Administrative Code)***

Government's duty is to serve the public, reaching its decisions in full view of the public. Commissions, boards, councils, and other agencies of the City and County exist to conduct the people's business. This ordinance assures that deliberations are conducted before the people and that City operations are open to the people's review.

*For more information on your rights under the Sunshine Ordinance or to report a violation of the ordinance, contact the Sunshine Ordinance Task Force at 415/554-6075.
745 Franklin Street, Suite 400, San Francisco, CA 94102-3117
415/931-7460 Fax 415/931-7590 TDD 415/749-7403*





PRIVATE INDUSTRY COUNCIL
of San Francisco, Inc.
MEMORANDUM

TO: MEMBERS OF THE EVALUATION COMMITTEE

DATE: AUGUST 12, 1997

FROM: STEVE ARCELONA, PRESIDENT

SUBJECT: MATERIALS FOR THE AUGUST 27 MEETING OF THE EVALUATION COMMITTEE.

Enclosed is the agenda for the August 27 meeting of the Evaluation Committee.

Enclosed with respect to Agenda Item No. 3 are copies of the PIC staff recommendations dated August 8th concerning the "first round" waivers and of an August 11th letter to the State requesting clarifications of both substance and process issues. **Please bring the copy of the "California State Waiver Plan" dated "May 1997" with a PIC receipt date stamp of the 6th that was distributed on July 28th; if no longer available, please contact Mary Fernandez of the PIC Staff for another copy.** If, before August 27th, the Labor Secretary issues her decisions on the waivers being requested, they will be provided as soon as possible.

Also enclosed with respect to Agenda Item No. 4 is a copy of those proposed "second round" waiver requests dated August 7th. Representatives of the PIC Staff will report on the status of these and of other proposed "second round" waiver requests.

Finally, with respect to Agenda Item No. 5, a copy of some August 7th suggestions from the PIC Staff to the State concerning the U.S. Department of Labor's management of the "Standard Program Information Report" (or SPIR) Databases is enclosed. Attached to those suggestions (on tan paper) is a copy of a letter to Governor Wilson from the Acting Assistant Secretary of Labor that, based on recent Labor Department analyses of San Francisco's PY'95 and PY'94 SPIR Data, identifies San Francisco's JTPA Programs as being "deficient" in performance. A response from the Governor or his representatives is expected soon. It will be provided ~~soon~~ and PIC Staff will report.

Enclosures

cc: Scott Winkler, JTPD
PIC Subcontractors
PIC Staff

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PRIVATE INDUSTRY COUNCIL
of San Francisco, Inc.
**DRAFT MINUTES OF THE
EVALUATION COMMITTEE MEETING
AUGUST 27, 1997**

Present:

Leslie Luttgens, Steve Arcelona, Roni Howard, Natalie Lopes, Carol Piasente, Michael Wald

Absent:

John Cammidge, Brenda Cochrane, Tom Evans, Gary Fitschen, Fred Jordan, Sue Lee, Eric Mitchell, Brian Murphy, Maurice Lim Miller, Victor Revenko.

The meeting was called to order at 9:35 a.m. by Leslie Luttgens, Chairwoman. A quorum was not established. All motions made at the meeting represent only the consensus of those present and do not constitute formal action.

Motion to accept the agenda.

Moved by Michael Wald and seconded by Roni Howard.

Ayes: Steve Arcelona, Roni Howard, Natalie Lopes, Carol Piasente, Michael Wald

Nays: None

Abstentions: None

Motion passed.

Motion to approve the minutes of the June 24, 1997 meeting of the Evaluation Committee with noted incomplete sentences on page 2.

Moved by Michael Wald and seconded by Roni Howard.

Ayes: Steve Arcelona, Roni Howard, Natalie Lopes, Carol Piasente, Michael Wald

Nays: None

Abstentions: None

Motion passed.

Steve Arcelona updated the Evaluation Committee on the "First Round" Waivers noting that there is still no final decision. He then asked Ray Holland to walk the Committee members through the proposed "Second Round" of waivers.

Leslie Luttgens raised the concern that without a quorum of the Evaluation Committee it would be difficult to make a formal recommendation to the Council at its next meeting. Those Committee members present agreed unanimously with PIC staff recommendations to proceed with the "Second Round" waivers.

After considering each of the proposed "Second Round" waivers, Leslie Luttgens, with the endorsement of those committee members present, asked PIC staff to present the information in the simplest form possible recognizing the complexity of each of the proposed waivers.

Steve Arcelona commented on a letter sent to Governor Pete Wilson from Raymond Uhalde, Acting Assistant Secretary of the Department of Labor listing San Francisco as one of five Service Delivery Areas (SDAs) "that failed to meet the established national standard for dislocated workers in Program Years 1994 and 1995."

When asked about the consequences of the letter, Ray Holland stated the data that were used by the DOL to reach its conclusion about San Francisco was based on "preliminary" data submitted on July 24, 1996 rather than the final report submitted August 20, 1996.

Ray Holland noted that the DOL has report cards on SDA performance; he said he was having difficulty getting information from DOL.

Leslie Luttgens suggested the PIC contact its congressional representatives and ask to see the report cards for San Francisco and other SDAs as well.

The meeting was adjourned at 11:35 a.m.



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of San Francisco, Inc.

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MEMORANDUM

TO: ALL COUNCIL MEMBERS
MAYOR WILLIE L. BROWN, JR.

DATE: AUGUST 27, 1997

FROM: LESLIE LUTTGENS, CHAIRWOMAN OF THE EVALUATION COMMITTEE

SUBJECT: THREE ATTACHED REPORTS ON BEHALF OF THE EVALUATION COMMITTEE

Six members of the Evaluation Committee, constituting less than a *quorum*, met today to consider three issues; attached are the following reports on each of those issues:

1. a three-page report entitled "Waivers of JTPA Requirements, Requested by the Governor in the 'First Round', Recommended for 'Adoption' and 'Implementation' in San Francisco";
2. a one-page report entitled "Recommended Support for the Waivers of JTPA Requirements Being Proposed for the Governor to Request in the 'Second Round'."; and
3. a two-page report entitled "Initial Report on a 'Performance Initiative' that is Apparently Being Undertaken by the U.S. Department of Labor".

Please let the PIC Staff know if any additional information is needed prior to the next schedule Council meeting on September 9th.

cc: All Members of the Evaluation Committee
Mayor's and PIC Staffs
All PIC Subcontractors
All Members, Career Link Steering Committee
Antonio Castillo, WAP, California AFL-CIO
Joseph Wilson, Coleman Advocates for Youth
Christina DeFrancesco, HomeBase
Scott Winkler and Bill Burke, EDD/JTPD
Armando Quiroz, Region IX, USDOL/ETA
Virginia Hamilton, CWA
Joan Crigger, USCM



PRIVATE INDUSTRY COUNCIL
of San Francisco, Inc.

MEMORANDUM

TO: ALL COUNCIL MEMBERS
MAYOR WILLIE L. BROWN, JR. *Robert D. Hall*

FROM: LESLIE LUTTGENS, CHAIRWOMAN OF THE EVALUATION COMMITTEE

SUBJECT: WAIVERS OF JTPA REQUIREMENTS, REQUESTED BY THE GOVERNOR IN THE "FIRST ROUND", RECOMMENDED FOR "ADOPTION" AND "IMPLEMENTATION" IN SAN FRANCISCO

DATE: AUGUST 27, 1997

The *Department of Labor Appropriations Act for 1997*, enacted in August of last year, granted the Secretary of Labor authority to waive certain requirements of the *Job Training Partnership Act* and the *Wagner-Peyser Act* for the period from July 1st of this year to June 30th of next year. In April of this year, the U.S. Department of Labor published the procedures for governors to request those waivers from the Secretary and, between March 21st and April 11th, California's Employment Development Department (EDD) received, on behalf of the Governor and mainly through the internet, approximately 130 proposed waiver requests.

Following a public hearing conducted by a committee of the State Job Training Coordinating Council (SJTCC) in Los Angeles on May 7th, the Governor submitted the following twelve waiver requests to the Secretary of Labor on May 21st (details of each request may be obtained from the "State Waiver Plan" which is available at "<http://www.sjtcc.ca.hn.gov/wdb>" or, in over fifty pages of hardcopy, from the PIC):

Program Waivers:

- P 1. Allow standalone Job Search, Job Search Assistance, and Work Experience.
- P 2. Allow the provision of training (including on-the-job training with a current or previous employer) as a post-termination service and allow post-termination services for up to one year for all titles.
- P 3. Exclude Social Security Disability Income (SSDI) from the family income when determining eligibility for JTPA Title II.
- P 4. Substitute the Youth Positive Termination Rate (YPTR) as a core standard in place of the current core standards of the Entered Employment Rate (YEER) and the Employability Enhancement Rate (YEEN).
- P 5. Waive the requirement that the subsidized on-the-job training wages for all youths must equal or exceed the average wage recorded for all adults who entered employment in the preceding program year.
- P 6. Allow flexibility to offer the full range of employability enhancement training to all youths, regardless of age.
- P 7. Extend the "ten-percent eligibility window" from just the JTPA Title IIC (82%-Basic Youth) Program to also include the JTPA Title IIB (Summer Youth Employment and Training Program).
- P 8. Allow JTPA Titles II and III funds to be used for "Employment Generating Activities".

Administrative Waivers:

- A 1. Exclude data on persons who transfer from one JTPA Program to another for a continuation of services from the calculation of the Entered Employment Rate (EER) for the JTPA Title from which they were transferred.
- A 2. Allow "program income" earned in one JTPA Title to be spent in any other JTPA Title.
- A 3. Reduce all cost categories in all JTPA Titles to just two: "administration" and "program".
- A 4. Replace the currently required survey of a specified sample of all former terminatees from the JTPA Title III Program with a match of data on those persons in the State's Unemployment Insurance Wage Database.

Three of these twelve waivers (i.e., P 4., A 3., and A 4.) were requested as "Statewide Waivers"; the "adoption" and the "implementation" of the remaining nine were reserved for local elected officials and their private industry councils for each Service Delivery Area (SDA). Based on an expected response from the Secretary by July 21st, the EDD established an initial deadline of September 30th for local decisions, to be made through a public hearing process, on which of the nine "Optional Waivers" being requested should be "adopted" and "implemented" in each SDA. Since the Secretary had still not responded to any of the Governor's requests, today's public hearing was scheduled, announced, and conducted based on the PIC Staff's analyses of the waivers as each had been requested by the Governor; please contact PIC Staff if you want to review that 17-page report. Since there are ambiguities in the waivers being requested and since the Secretary's eventual approvals or disapprovals of any of those requested waivers and of any of the conditions that are proposed to accompany them will be determinative, eight of the Committee's twelve recommendations are conditional. Between the dates upon which the Committee's public hearing was scheduled and when it was conducted, the EDD extended the deadline for these local decisions from September 30th to November 14th or possibly even later.

ADOPTION OF WAIVERS REQUESTED AND PERFORMANCE AGREEMENTSService Delivery Area: The City and County of San Francisco

S.F. Decisions & Prop. Conditions /a.			Governor's Proposed Conditions /b.			
Adopt for S.F.?	Waivers Requested by the Governor	S.F. Proposed Conditions	Title IIA (77%) EER Change from PY'95	Title IIC (82%) YPTR Change from PY'95	Title III (60%) EER Change from PY'95	Other
	<u>Statewide Waivers</u>					
OK	P4. PTR for EER+EEN	<u>l.c.</u>		+3%		Maintain
OK	A3. 2 Cost Categories	<u>l.d.</u>				Training
OK	A4. Title III PPFU	<u>l.d.</u>				Levels
	<u>Optional Waivers</u>					
Yes	P1. Standalone Job Search & Work Experience- Adults	<u>l.e.</u>	+3%			None
	P1. Standalone Job Search & Work Experience - Youths	<u>l.e.</u>		+3%		None
	P1. Standalone Job Search & Work Experience - Title III	<u>l.e.</u>			+3%	None
Yes	P2. Post Termination Training Services	<u>l.f.</u>				10% Increase in Wages
Yes	P3. Exclude SSDI from Eligibility Income	<u>l.f.</u>				5% Inc. in No. of Disabled Adults
Yes	P5. Allow Youth OJT w/o Adult Wage Reqmt.	<u>l.f.</u>		+1%		None
Yes	P7. Allow 10% Window for SYETPs	<u>l.f.</u>				Report to State
Yes	P8. Allow Employment Generating Activities	<u>l.f.</u>	+2%		+2%	None
Yes	A2. Allow Program Income for any Title					Report to State
No	P6. Consolidate Youth Employ. Enhancements			+1%		None
No	A1.Exclude Transfers from Perform. Calc's		+2%		+2%	None
CUM. TOTALS			+5%	+7%	+5%	
MAX. (OR "CAPS")			+5%	+5%	+5%	
SDA TOTALS			<u>l.g.</u>	+5%	+5%	+5%

**PROPOSED CONDITIONS FOR "ADOPTING" AND "IMPLEMENTING" WAIVERS
REQUESTED BY THE GOVERNOR IN THE "FIRST ROUND" (Footnotes to Preceding Table)**

- 1a.* These describe the preliminary decisions of the Mayor and Private Industry Council to "adopt" and "implement" or to "reject" and *not* implement in San Francisco the waivers requested by the Governor subject to the Secretary of Labor's decision with respect to each and subject to all conditions proposed by the Governor (in footnote *1b.*) and by the Council and the Mayor in footnotes *1c.*, *1e.*, and *1f.*
- 1b.* "Conditions" proposed by the Governor to accompany the "adoption" and "implementation" of each waiver in a Service Delivery Area. Subject to possible clarification by the Secretary, the intent of all proposed increases in the magnitudes of performance rates specified is:
 - (1.) to "use ... the actual (value of the) Program Year 1995 data as the benchmark for measuring (the promised increase in the) actual (value of the) Program Year 1997 data (recorded)";
 - (2.) "there are no financial sanctions for noncompliance with (any of) the increased performance measures"; and
 - (3.) "these measures are *not* associated with any computations (of unadjusted or adjusted performance standards in Program Year 1997 or) incentive awards (in Program Year 1998)".
 "EER" means "Entered Employment Rate" and "YPTR" means "Youth Positive Termination Rate".
- 1c.* Although the "adoption" and "implementation" of requested "Statewide Waivers" are not intended to be subject to the discretion of local elected officials and private industry councils, it is presumed that the magnitude of the condition proposed to accompany this waiver, if it is granted by the Secretary, shall be reduced proportionately to the number of months in Program Year 1997 that remain for implementing it. "PTR" means (youth) "Positive Termination Rate", "EER" means (youth) "Entered Employment Rate", and "EEN" means (youth) "Employability Enhancement Rate".
- 1d.* The adoption and implementation of "Statewide Waivers" are not intended to be subject to the discretion of local elected officials and private industry councils.
- 1e.* Each of these requested waivers, subject to the Secretary's approvals, is "adopted" for the City and County of San Francisco subject to the following:
 - (1.) "adoption" and "implementation" of a waiver shall be treated separately and the conditions which the Secretary approves to accompany that approved waiver shall apply only if it is actually "implemented" in the City and County of San Francisco;
 - (2.) the magnitude of the condition that the Secretary approves to accompany this waiver shall be reduced proportionately to the number of months in Program Year 1997 that remain for "implementing" it; and
 - (3.) the magnitude of the condition that the Secretary approves to accompany this waiver shall be reduced by one-third for each of the three specified technologies that is *not* actually implemented in the City and County of San Francisco.
- 1f.* Each of these requested waivers, subject to the Secretary's approvals, is "adopted" for the City and County of San Francisco subject to the following:
 - (1.) "adoption" and "implementation" of a waiver shall be treated separately and the conditions which the Secretary approves to accompany that approved waiver shall apply only if it is actually "implemented" in the City and County of San Francisco; and
 - (2.) the magnitude of the condition that the Secretary approves to accompany this waiver shall be reduced proportionately to the number of months in Program Year 1997 that remain for "implementing" it.
- 1g.* Subject to all conditions specified in footnotes *1b.*, *1c.*, *1e.*, and *1f.*

Please let the PIC Staff know if you have any questions or need additional information before the Council's meeting of September 9th, when these recommendations are scheduled to be considered.

cc: All Members of the Evaluation Committee
All PIC Subcontractors
Antonio Castillo, WAP, Cal. AFL-CIO
Joe Wilson, Coleman Advocates for Youth
Armando, Quiroz, Reg.IX, USDOl/ET
Joan Crigger, USCM

Mayor's and PIC Staffs
All Members, Career Link Steering Committee
Christina DeFrancesco, HomeBase
Scott Winkler and Bill Burke, EDD/JTPD
Virginia Hamilton, CWA



PRIVATE INDUSTRY COUNCIL

of San Francisco, Inc.

MEMORANDUM

TO: ALL COUNCIL MEMBERS

DATE: AUGUST 27, 1997

FROM: LESLIE LUTTGENS, CHAIRWOMAN OF THE EVALUATION COMMITTEE

SUBJECT: RECOMMENDED SUPPORT FOR THE WAIVERS OF JTPA REQUIREMENTS BEING PROPOSED FOR THE GOVERNOR TO REQUEST IN A "SECOND ROUND"

The *Department of Labor Appropriations Act for 1998*, which has not yet been enacted, may contain authority for the Secretary of Labor to grant waivers of certain requirements of the *Job Training Partnership Act* and of the *Wagner-Peyser Act* that is the same as or similar to the authority granted in the *Department of Labor Appropriations Act for 1997*.

Perhaps in expectation of that possibility, the California Employment Development Department (EDD) announced in early-July that it was soliciting proposed waivers for the Governor to request in a "second round" and it set a deadline of August 8th for their submissions.

On August 8th, the PIC Staff submitted the following four proposed waiver requests for the consideration of the EDD and the State Job Training Coordinating Council:

1. "Reauthorize the Use of Fixed Unit Price, Performance Based Contracts" (this is the fourth submission of similar waiver requests that were proposed in October of 1994, in February of 1995, and, for the "first round" of proposed waiver requests, in March of this year);
2. "Waive the Selective Service System Registration Requirement" specified in section 604 of the Act, as it was amended in 1992 (the Secretary's disposition of the "first round" request to waive the required inclusion of SSDI income in the applicant's family income for purposes of eligibility determination is anticipated to be a precedent for this proposed request);
3. "Waive the Requirements of a Possible *Department of Labor Appropriations Act for 1998* by Substituting the Provisions of Section 161 of the *Job Training Partnership Act*" and providing three years, as opposed to one year or less, for the "implementation" of any waivers that are "granted" by the Secretary and "adopted" for an SDA; and
4. "Request the Extensions of All Twelve Waivers that Were Requested in the 'First Round' Through Program Year 1998, Assuming that the *Department of Labor Appropriations Act for 1998* Contains the Same or Similar Authority as that Provided in the *Department of Labor Appropriations Act for 1997*".

Even though:

5. the State has postponed consideration of any waiver requests that have been proposed for a "second round" until after the Secretary of Labor has responded to the waivers that were requested in the "first round"; and
6. the State has not yet issued any procedures for "adopting" for an SDA and "implementing" waivers that the Secretary of Labor might grant from among those which the Governor might request in a "second round";

members of the Committee urge the Council and the Mayor to support the four waiver requests that the PIC Staff proposed earlier this month. Please contact "<http://www.sjcc.ahwnet.gov/wdb>" or the PIC Staff if additional information on these or any other waiver requests that have been proposed for the "second round" is desired.

cc: All Members of the Evaluation Committee
All PIC Subcontractors
Antonio Castillo, WAP, Cal. AFL-CIO
Christina DeFrancesco, HomeBase
Armando, Quiroz, Reg.IX, USDOL/ETA
Joan Crigger, USCM

Mayor's and PIC Staffs
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PRIVATE INDUSTRY COUNCIL
of San Francisco, Inc.

MEMORANDUM

TO: ALL COUNCIL MEMBERS
MAYOR WILLIE L. BROWN, JR. *R. Brown Jr. LLC*

FROM: LESLIE LUTTGENS, CHAIRWOMAN OF THE EVALUATION COMMITTEE

SUBJECT: INITIAL REPORT ON A "PERFORMANCE INITIATIVE" THAT IS APPARENTLY BEING
UNDERTAKEN BY THE U.S. DEPARTMENT OF LABOR

DATE: AUGUST 27, 1997

In early July, the Acting Assistant Labor Secretary Raymond Uhalde wrote to Governor Wilson "regarding California's performance under the *Job Training Partnership Act* and (their) mutual interest in continuously improving the program's employment outcomes". A copy of that letter has been shared with the PIC Staff and, in turn, with the Committee.

Among numerous issues addressed in Mr. Uhalde's letter are the following:

"The passage of the *Government Performance and Results Act* (GPRA) has signaled Congress' intent to look more closely at government program outcomes. While JTPA has long anticipated this emphasis by stressing performance and establishing measurable standards, GPRA demands that we do more. This year, the Department of Labor has taken a more intensive look at performance data around the nation with the purpose of assuring continuous improvement in the quality of employment and training services. In this context, we have identified a number of performance issues among some of (California's) local program areas where attention to improved performance is necessary.

"Of particular concern are (JTPA Title III Programs in certain areas of California) that have failed to meet the established national standard for dislocated workers in Program Years 1994 and 1995. The following California jurisdictions exhibit this particular performance issue:

1. Los Angeles County;
2. San Francisco City and County;
3. Santa Ana City;
4. Fresno Consortium; and
5. Anaheim (City)."

In a "followup letter" to Mr. Al Lee, the State's Administrator for JTPA Programs, Armando Quiroz, the Regional Administrator for the U.S. Department of Labor, reiterates the Department's findings about deficient performance in San Francisco's JTPA Title III Programs and adds:

"Four of the (five) substate areas (where, according to the Department, JTPA Title III Performance Standards were not being met) would have (also) qualified for the list of (Service Delivery Areas where JTPA Title II Performance Standards were not being met). For instance, ... San Francisco, Fresno, and Los Angeles County would have qualified (for that list) based upon (their 'deficient' JTPA) Title IIC (82%-Basic Youth Program) performance."

For the time being, the Labor Department appears to be proposing the following:

- "further engage the State in continuing dialogue on performance management, enhancement, and continuous improvement;
- "discuss the possibility and efficacy of utilizing the *Simply Better!* tools to enhance local area program performance in measurable ways, as has been the case in several isolated instances; and
- "begin a dialogue with the State pertaining to (the Labor Department's) regional database system --- what it is, the kinds of reports it produces, the validity of the information, etc., and how the information could be used for performance management and improvement."

While PIC Staff has been told that the State would be responding to these communications by mid-August and that the Administrator of each Service Delivery Area identified in the Labor Department's correspondence as having "deficient performance" would be receiving a letter containing detailed information on the Labor Department's "concerns with that specific SDA", no such information had been received as of this date.

Despite the fact that there has been no opportunity whatsoever to respond to them, PIC Staff felt it was appropriate to bring these findings to the attention of the Committee, the Private Industry Council, the Mayor, and the public before they were provided by some other source and there is a State administrative requirement that obligates the PIC Staff to share that information with the Council and the Mayor within ten days of being provided with it.

While the Labor Department's findings are purportedly based on statistical databases that the PIC has (through the State) provided to it, PIC Staff has substantial reason to believe that:

- the data examined by the Department were altered significantly through unauthorized mergers of two or more of those databases;
- one of the databases examined contained only preliminary, not final, data for one particular program year in question;
- the standards claimed to have not been met are, in fact, the national performance standards without any adjustments for local factors; and
- while the Department's conclusions about:
 - San Francisco's PY'94 and PY'95 JTPA Title III Program Performance are probably accurate they are only accurate if one disregards:
 - the fact that between one-fourth and one-half of the dislocated workers served in those programs were "long-term unemployed homeless individuals" receiving General Assistance Benefits; and
 - the "multiple regression model adjustments" that Federal and State policies provide should be applied for these "local factors" were not applied at all; and
 - San Francisco's PY'94 and PY'95 JTPA Title IIC (Basic Youth Program) Performance are probably inaccurate because of:
 - unauthorized mergers of data in that program with data in other San Francisco JTPA Programs; and
 - the comparisons of those merged data with performance standards that are specified for only one of the two programs from which those merged data were derived.

While no one seems to have a clue where all of this is going to lead, PIC Staff promises to keep the Committee, the Council and the Mayor and his staff informed of any additional developments as they become apparent.

cc: All Members of the Evaluation Committee
Mayor's and PIC Staffs
All PIC Subcontractors
All Members, Career Link Steering Committee
Scott Winkler, EDD/JTPD
Bill Burke, EDD/JTPD
Armando Quiroz, Reg. IX, USDOL/ETA
Virginia Hamilton, CWA
Joan Criger, USCM

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PRIVATE INDUSTRY COUNCIL
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MEMORANDUM

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TO: EVALUATION COMMITTEE MEMBERS

DATE: JANUARY 9, 1998

FROM: *Leslie Luttgens* LESLIE LUTTGENS, CHAIRWOMAN

SUBJECT: NEXT MEETING DATES FOR THE EVALUATION COMMITTEE.

As the new year begins there are several major issues that members of the Evaluation Committee will need to address over the next few months. After polling the members of the Evaluation Committee, three meeting dates have been set. They are:

Friday, January 30, 1998	9:00 a.m. to 11:00 a.m.	33 Gough Street
Friday, February 6, 1998	9:00 a.m. to 11:00 a.m.	33 Gough Street
Thursday, February 19, 1998	9:00 a.m. to 11:00 a.m.	33 Gough Street

It will be very important for each of you to review the materials that are sent to you and to attend as many of the Committee meetings as possible.

You may recall that at an earlier meeting of the Evaluation Committee, a panel addressed entrepreneurial employment opportunities. The PIC staff is arranging to have individuals with expertise in "temp" jobs, union jobs, and "soft" skills make presentations at the upcoming meetings as these were the other issues raised at an earlier meeting of the Evaluation Committee.

The Evaluation Committee has the responsibility of reviewing the overall performance and outcomes of the Job Training Partnership Act (JTPA) programs, including the year-round adult and youth programs, and the Summer Youth Programs and to make recommendations to the full Council as to what changes should be made, if any, in terms of targeted goals and outcomes. Those recommendations, if adopted by the Council and the Mayor, will need to be incorporated into the two-year Job Training Plan by the PIC staff.

The Evaluation Committee will need to consider the goals and objectives of not only the JTPA programs, but the local and state plans to address welfare reform as well as the Welfare-to-Work program.

cc: Scott Winkler, JTPD
PIC Subcontractors
PIC Staff



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NOTICE of a PUBLIC MEETING
of the
* EVALUATION COMMITTEE

DATE: Friday, January 30, 1998
TIME: 9:00 a.m. - 11:00 a.m.
LOCATION: City College of San Francisco
33 Gough Street
Auditorium

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Agenda

Public testimony on agenda items as authorized by the Committee chair throughout the meeting

1. Adoption of agenda *
2. Approval of minutes from the Committee's August 26, 1997 meeting (enclosed) *
3. Panel discussion on "soft" skills and "temp" employment:
Eric Mitchell, Director-Staffing and Workforce Development, Pacific Bell
Sheila Peters, Human Resources Director, the Gap
Yvonne Warner, Branch Manager, Adecco Employment

This is part of a series of discussions on issues raised by members of the Evaluation Committee

4. Issues for the upcoming Evaluation Committee meetings:
 - a. JTPA two-year Job Training Plan for FY 1998 and 1999
 - b. Welfare-to-Work
 - c. Other issues
5. Public testimony on non-agenda items

* *Requires action by the Evaluation Committee*

Issued January 21, 1998



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TO: MEMBERS OF THE EVALUATION COMMITTEE
MAYOR'S STAFF

FROM: STEVE ARCELONA *Robert D. Fr. SA*

SUBJECT: DESIGNING SAN FRANCISCO'S PY'98-'99 (JTPA) JOB TRAINING PLAN AND ITS
"WELFARE-TO-WORK" PLAN

DATE: JANUARY 30, 1998**PROJECTED OR REQUIRED PLAN APPROVAL AND IMPLEMENTATION DATES:****San Francisco's One Stop (Career Link) Center System:**

Although still unexecuted, the period for the subgrant agreement between the State's Employment Development Department (EDD) and the PIC for San Francisco's "One Stop ('Career Link') Center System" is anticipated to be from December 15th of 1997 to December 14th of 1998. Local implementation of the program that would be authorized by that agreement is already well underway.

San Francisco's Competitive Welfare-to-Work Grant Applications:

On December 30th of 1997, the U.S. Department of Labor (USDOL) issued a "Solicitation for *National Competitive Welfare-to-Work Grant Applications*" with the following required submission dates:

- January 26th for reviews and approvals by representatives of the PIC Staff (to whom the Council delegated that authority on January 21st) in collaboration with authorized representatives of the San Francisco Department Human Services (SFDHS, on behalf of Mayor Brown) for all applications for proposed projects in the City and County of San Francisco Service Delivery Area (SDA);
- February 11th for reviews and approvals by authorized representatives of the EDD and, possibly, of the State Department of Social Services (SDSS) on behalf of the Governor for all proposed projects in the State of California; and
- March 10th for reviews and approvals by authorized representatives of the USDOL and, possibly, of the U.S. Department of Health and Human Services on behalf of the secretaries for those two departments of the federal government.

San Francisco's CalWORKS Plan:

San Francisco's "CalWORKS" Plan (for services to Recipients of "Temporary Assistance for Needy Families", or "TANF") was approved by the Mayor and the Board of Supervisors and submitted to the SDSS on or before January 10th. Once approved by the SDSS, implementation of San Francisco's CalWORKS Plan is anticipated to begin on April 6th of this year.

San Francisco's (JTPA) PY'98-'99 Job Training Plan:

According to federal law, a preliminary version of San Francisco's next biennial Job Training Plan (for all programs authorized under the *Job Training Partnership Act* to serve economically disadvantaged individuals, including Recipients of TANF and of General Assistance, and dislocated workers in Program Years 1998 and 1999) is required to be published by March 3rd of this year and a final version of that plan is required to be approved by the Mayor and the Private Industry Council by April 12th (which is a Sunday) and submitted to the EDD, on behalf of the Governor.

While the EDD has not yet confirmed or clarified either of these two dates, federal law requires the Governor to approve or disapprove Job Training Plans within thirty days of their submissions so that JTPA services in each Service Delivery Area are authorized to be implemented by July 1st of this year.

California's Welfare-to-Work *Formula* Plan:

A proposed State "Welfare-to-Work *Formula Plan*" was placed on the Internet on or about January 20th for a series of public hearings being conducted by the State Job Training Coordinating Council (SJTCC) between January 28th and February 3rd.

On January 27th, the EDD requested that local "Welfare-to-Work *Formula Plans*" (based on that proposed State Plan) be prepared by private industry councils, county welfare departments, and local elected officials and submitted "as soon as possible, but no later than April 30th" on the premise that "funds (and the authority to expend them) are expected to become available April 1st".

At the January 28th hearing in Oakland, a senior representative of the EDD speculated that California's "Welfare-to-Work *Formula Plan*" should be approved by all appropriate parties and submitted to the USDOL by March 31st at the latest for the subsequent approvals of the secretaries of the U.S. Departments of Health and Human Services and of Labor. Until both secretaries approve those state plans, there is no authority for either the State or the private industry councils to incur costs under them.

Under that proposed State Plan, at least 85% of the Welfare-to-Work funds allotted to the State would be allocated by a formula for which the elements (but not their relative weights are specified in the federal law) to the 52 Service Delivery Areas (SDAs) in California, matching funds provided by the State would be allocated to the 58 county welfare departments (CWDs) in California, and the remaining 15% would be reserved for the State's use (which could include another solicitation of competitive proposals).

Summary:

If all of these dates are met, San Francisco should have, between April 6th and 12th of this year, approved "CalWORKS", "Job Training", "Welfare-to-Work *Formula*", and, possibly, "Welfare-to-Work *National Competitive*" Plans that are ready to be implemented between those dates and July 1st in concert with its "One Stop ('Career Link') Center System" Plan and other component programs already incorporated in it (e.g., the PIC's "Homeless Employment Collaborative", the PIC's "Jobs For Youth" Program, the PIC's four "Refugee Job Training Programs", and various education, labor exchange, and job training programs of other "Partners").

The immediate responsibilities of the Council and the Mayor are:

- to develop and approve, by the Council's scheduled meeting date of April 14th, San Francisco's PY'98-'99 Job Training Plan; and
- to develop and approve, as soon as possible (perhaps by the Council's scheduled meeting date of March 10?), San Francisco's 1998-2000 Welfare-to-Work *Formula Plan*.

POSSIBLE DESIGN OF A SAN FRANCISCO PY'98-'99 (JTPA) JOB TRAINING PLAN:

Since San Francisco's current PY'96-'97 Job Training Plan was developed and approved in early 1996:

- there have been significant changes in the vitality of San Francisco's general economy affecting both the mix and the number of jobs for which there are industry demands for skilled labor (e.g., the number of unsubsidized jobs has increased measurably, San Francisco's official unemployment rate has decreased from around five percent to nearly three percent, the demands for various products and services provided by San Francisco industries have increased significantly, numerous construction projects are now being implemented or are poised to be implemented, etc.); and

- there have been significant changes in the composition of San Francisco's labor force (e.g., significant numbers of persons who were previously considered to be "structurally unemployed" are now employed, significant numbers of public assistance recipients who were not previously considered to be members of the labor force have been added to it by "welfare reform", etc.).

In the PY'97 Modification to that biennial plan (which was developed and approved in early 1997), many of those changes (e.g., welfare reform, etc.) were specifically anticipated and accommodations for them incorporated into the plan. Pools of proposed subcontracts were also established for PY'97-99.

It is still too early to tell how effective the accommodations in that plan modification have been and, as a result, it would be the initial recommendations of the staff:

- to make only a few, minor refinements to San Francisco's Modified PY'96-'97 Job Training Plan for purposes of the initial PY'98-99 Job Training Plan; and
- to review those issues more comprehensively in considering subsequent modifications to that plan.

POSSIBLE DESIGN OF A SAN FRANCISCO WELFARE-TO-WORK FORMULA PLAN:

The January 20th draft of the State's "Welfare-to-Work *Formula Plan*" proposes:

- that the State assume full responsibility for all of the grant's required matching funds (i.e., about \$95 million) out of the State's next General Budget for FY'98-99; and
- that those matching funds be allocated by an unspecified formula to all 58 county welfare departments for the purpose of "ensuring" that the plans for them are coordinated with the 52 plans for the federal "Welfare-to-Work" funds developed by private industry councils and local elected officials.

Assuming that proposed strategy is incorporated in the final version of the State's "Welfare-to-Work *Formula Plan*", representatives of the PIC's Staff have met with representatives of the San Francisco Department of Human Services (SFDHS) and are tentatively recommending that:

- the PIC and the SFDHS staffs explore possible ways of realigning their "CalWORKS", "Welfare-to-Work", and related funding streams so that they would be more consistent with the basic functions that each is now or is proposing to be capable of performing (e.g., SFDHS is in the process of retraining much of its staff so that a significantly greater percentage will be performing "case management" responsibilities -- including initial assessments of recipients' aptitudes, skills, and interests for employment and collaboratively developing individually-based plans for education, employment, training, and other appropriate services --- while the PIC is and will continue to develop and subcontract for appropriate employment and training services identified in those plans, etc.);
- the SFDHS develop and issue an Open-Ended Request For either Proposals or Quotations (i.e., RFPs, RFQs, or both) for the provision of "work readiness and job search" services as an appropriate sequel to the "assessment and employment planning" services that will have been provided by its staff to some of the TANF Recipients;
- the PIC develop and issue an Open-Ended Request For either Proposals or Quotations (i.e., RFPs, RFQs, or both) for the provision of "employment and training" services as an appropriate sequel to the "assessment and employment planning" services that will have been provided by SFDHS staff to other TANF Recipients; and
- that the PIC and the SFDHS would link these two sets of subcontracts together through the use of "memoranda of understanding" and San Francisco's "One Stop ('Career Link') Center System".

Because of the extremely short time constraints, the PIC and SFDHS Staffs would be seeking Council and Commission conceptual approvals of these open-ended procurement strategies with their subsequent implementations left basically to staff.

While the activities (or training technologies) authorized in the "Welfare-to-Work" legislation may initially appear to be similar to those authorized under JTPA, they and the overall strategies on which they are based are really quite distinct.

- Activities authorized under WtW are based on a "work first" strategy. In general this means that the TANF Recipient needs to be placed in either subsidized or unsubsidized employment before he or she is provided with any job training services. This also means that WtW funds may be used to create subsidized jobs in the public, private non-profit, and private-for-profit sectors as the vehicles for providing those training services and sustaining the recipient during his or her receipt of training.
- On the other hand, activities authorized under JTPA are based on a strategy in which educational and job training deficits are remediated first and then the participant is placed in employment not subsidized with those federal funds. Sustenance of participants during training, especially in long-term training programs, has been a vexsome issue. There are other "vexsome issues" as well.

Staff will be available at your January 30th meeting to attempt to answer as many questions as possible.

cc: PIC Staff
Will Lightbourne and SFDHS Staff
PIC Subcontractors
Scott Winkler, EDD/JTPD
Virginia Hamilton, CWA
Joan Crigger, USCM



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DATE:	Friday, February 6, 1998
TIME:	9:00 a.m. - 11:00 a.m.
LOCATION:	City College of San Francisco 33 Gough Street Auditorium

Agenda

Public testimony on agenda items as authorized by the Committee chair throughout the meeting

1. Adoption of agenda *
2. Approval of minutes from the Committee's January 30, 1998 meeting (enclosed) *
3. Panel discussion on union jobs:

Donna Levitt, Senior Field Representative — Carpenters' Local Union #22

Karen Sherr, Organizer — Health Care Workers, Local #250

Bill Shields, Chair, Labor Studies — City College of San Francisco

Stan Smith, Secretary-Treasurer — S.F. Building & Construction Trades Council

This is part of a series of discussions on issues raised by members of the Evaluation Committee

4. Issues for the upcoming Evaluation Committee meetings:
 - a. JTPA two-year Job Training Plan for FY 1998 and 1999
 - b. Welfare-to-Work
 - c. Other issues
5. Public testimony on non-agenda items

* Requires action by the Evaluation Committee

Issued January 29, 1998



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Evaluation
Committee



PRIVATE INDUSTRY COUNCIL
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DRAFT MINUTES OF THE
EVALUATION COMMITTEE MEETING
FEBRUARY 19, 1998

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Present:

Leslie Luttgens, Steve Arcelona, Tom Evans, Roni Howard, Natalie Lopes, Maurice Lim Miller, Brian Murphy.

Absent:

John Cammidge, Brenda Cochrane, Gary Fitschen, Fred Jordan, Sue Lee, Eric Mitchell, Victor Revenko, Michael Wald.

Meeting called to order by Leslie Luttgens at 9:20 a.m.

A quorum was not established.

Leslie asked for comments from the members of the Evaluation Committee on the three panel presentations that were made at the past several meetings.

Roni Howard stated her concern that while the home health care occupation is a growing one, the wage is still one-third less than the living wage in San Francisco.

Steve Arcelona acknowledged her concern but pointed to the fact that the major thrust of the Welfare-to-Work (WtW) program is to get a job first, training is secondary.

Maurice Lim Miller added that often, people working at a job that does not pay a living wage work more than one job to survive.

Ray Holland presented the PIC staff recommendations regarding the PY'98-'99 biennial Job Training Plan stating that the basic essentials of the current Job Training Plan appear to be on target and that the PIC should continue "as is" for the coming two years with some minor adjustments to be made to the Youth and Adult Employment Competencies.

Tom Evans expressed his thanks to Michael Wald for his insight in increasing the goal for service to public assistance recipients to 50% which is close to being met this year.

It was the consensus of the members of the Evaluation Committee who were present to adopt the PIC staff recommendations regarding the PY'98-'99 Job Training Plan.

Steve added that the services that are to be provided to the participants should be "seamless" even though the paperwork, tracking, and fiscal accounting may be very difficult to coordinate between JTPA and WtW as well as among agencies.

Tom raised the question about services to the under-employed?

Steve responded that the PIC will continue to support Individual Referral (IR) opportunities to such individuals.

Brian Murphy acknowledged there will be evaluation on the performance of the subcontractors but raised his concern about ongoing evaluation of the programs to see what does and what doesn't work, and why. He added that this sort of evaluation will be very expensive, but that it should happen.

Maurice responded by informing the Committee that Asian Neighborhood Design is currently working on appraisals and would like feedback on the design.

Brian urged the Committee to begin the dialog on this matter as the role of the Committee is to evaluate the effectiveness of the program design.

It was the consensus of those members of the Evaluation Committee who were present that the Committee look at what type of evaluation should happen in order to measure the success of the WtW program as well as how it might be improved.

Leslie added that this matter should be looked at in more detail at subsequent meetings of the Evaluation Committee.

Meeting adjourned at 11:15 a.m.



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NOTICE of a PUBLIC MEETING
of the
* EVALUATION COMMITTEE

DATE: Friday, July 31, 1998
TIME: 9:30 a.m. - 11:30 a.m.
LOCATION: City College of San Francisco
33 Gough Street
Auditorium

Agenda

Public testimony on agenda items as authorized by the Committee chair throughout the meeting

1. Adoption of agenda *
2. Approval of minutes from the Committee's February 19, 1998 meeting (enclosed) *
3. Review of the Waivers for the Job Training Partnership Act (JTPA) Available to the PIC for Adoption *
4. Public testimony on non-agenda items

* *Requires action by the Evaluation Committee*

Issued July 17, 1998



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NOTICE of a PUBLIC MEETING
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EVALUATION COMMITTEE

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JUL 27 1998

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DATE: Friday, July 31, 1998
TIME: 9:30 a.m. - 11:30 a.m.
LOCATION: City College of San Francisco
33 Gough Street
Auditorium

Revised Agenda

Public testimony on agenda items as authorized by the Committee chair throughout the meeting

1. Adoption of agenda *
2. Approval of minutes from the Committee's February 19, 1998 meeting *
3. Review of the waivers for the Job Training Partnership Act (JTPA) available to the PIC for adoption (enclosed) *
4. Public testimony on non-agenda items

* *Requires action by the Evaluation Committee*



Issued July 24, 1998

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MEMORANDUM

TO: ALL MEMBERS OF THE EVALUATION COMMITTEE
WILL LIGHTBOURNE, REPRESENTING THE MAYOR

DATE: JULY 24, 1998

FROM: RAYMOND R. HOLLAND 

SUBJECT: STAFF RECOMMENDATIONS WITH RESPECT TO THE WAIVERS OF JTPA REQUIREMENTS THAT HAVE FINALLY BEEN APPROVED BY THE SECRETARY OF LABOR

Issue:

Should the September 1997 decisions of the Council and the Mayor to adopt and implement ten of the twelve waivers of requirements of the *Job Training Partnership Act* that were requested by the Governor in May of 1997 (subject to the performance improvement goals that were proposed with regard to those requests, please refer to **Attachment No. 1**) be reaffirmed or modified for implementation in the remaining months of PY'98 based on the waivers (refer to **Attachment No. 2**) and the revised performance improvement goals that were approved by the Secretary of Labor in May of this year?

Recommendation:

PIC Staff recommends that the prior local decisions be essentially reaffirmed so that nine of the ten waivers that were approved by the Secretary are adopted for implementation in San Francisco's PY'98 JTPA Programs along with the revised performance improvement goals that are being required. Please refer to **Attachments No. 3 and 4**

Reasoning:

With the sole exception of one waiver that was requested by the Governor, nine of the ten waivers that were adopted by the Council and the Mayor in September of 1997 for implementation in San Francisco have been approved by the Secretary along with some revised performance improvement goals.

While the magnitudes of the revised performance improvement goals that the PIC and its subcontractors would be required to meet for each of the waivers that is adopted cannot be determined yet and while there is no assurance that every adopted waiver can (at this late date) be completely implemented in PY'98, those goals do not generally appear to be significantly more challenging than were those that were incorporated in September 1997 decisions of the Council and the Mayor.

However, because it has now been clarified that the performance improvement goals will be treated separately from the statutory performance standards (creating two parallel performance-incentive systems) and because the amount of funds that the State is being required to set aside for achievement of those goals is relatively insignificant (i.e., essentially \$5,000 for each goal that is met), Staff suggests that the potential benefits of adopting some of those waivers may outweigh the potential costs.

Background:

In August of 1996, Congress took the extraordinary step of authorizing the Secretary of Labor to waive statutory requirements of the *Job Training Partnership Act* in response to requests received from governors. That authority was limited; there were still certain specified requirements in the statute (e.g., basic governing authorities, eligibility criteria, wage and labor standards, etc.) that could not be waived. The Secretary's pre-existing authority to waive certain requirements of the JTPA rules and regulations remained unaffected by the August 1996 Congressional action.

Since that new authority to waive statutory requirements was embodied in legislation appropriating funds for Federal Fiscal Year 1997 (i.e., from October of 1996 to September of 1997), waivers granted under that authority were deemed to be viable only for the period for which those funds were appropriated (e.g., in the case of JTPA Programs, Program Year 1997 which runs from July of 1997 to June of 1998). Under pre-existing authority, waivers of JTPA regulatory requirements could still be granted for up to four years.

In March of 1997, the State's Employment Development Department (EDD), on behalf of the State Job Training Coordinating Council (SJTCC), issued a solicitation for proposed waivers that the Governor could consider requesting. The entire process for soliciting, analyzing, and compiling those proposed waiver requests was conducted almost exclusively over the Internet in a period of approximately three weeks. PIC Staff composed and submitted two proposed waiver requests.

In April, the U.S. Department of Labor published the initial procedures under which governors could request waivers from the Secretary of Labor.

In May, the EDD recommended that twelve of the 130 waivers that had been proposed for the Governor to request be selected and that each be subjected to certain proposed performance improvement conditions or goals. A committee of the SJTCC held a public hearing on those recommendations in Southern California.

In June, the EDD announced that the Governor had submitted a formal request to the Secretary to waive twelve specified sets of JTPA requirements and that the Governor was proposing that:

- adoption and implementation of three of those twelve waivers be mandatory throughout the State;
- adoption and implementation of the remaining nine be optional for each SDA in the State; and
- adoption and implementation of each of the statewide and optional waivers be accompanied by a commitment from the State, from the SDA Partnership, or from both to make certain, specified improvements in performance statistics by the end of PY'97 with respect to their PY'95 values.

One of the two waiver requests proposed by the PIC Staff were among the twelve requested by the Governor.

In early July, the EDD:

- noted that language that would authorize the Secretary of Labor to grant additional waivers of the same or similar requirements of the *Job Training Partnership Act* and the *Wagner-Peyser Act* had been introduced in the proposed appropriations legislation for FY'98;
- designated the May 1997 submission as the "First Round Waiver Requests"; and
- announced an immediate solicitation of proposed "Second Round Waiver Requests".

In late-July, the EDD announced that, in order for any optional "First Round Waivers" that were eventually approved by the Secretary of Labor to be adopted and locally implemented in PY'97, SDA Partners were required to conduct public hearings and notify the EDD of which ones they had adopted for implementation by no later than September 30th of 1997.

In early-August, the PIC Staff composed and submitted three proposed "Second Round Waiver Requests", one of which was a resubmission of the proposed waiver request that was not selected for incorporation in the Governor's "First Round Waiver Requests".

In mid-August, the EDD announced that, because there had still not been any response from the Labor Department with regard to the Governor's "First Round Waiver Requests", additional work on the "Second Round Waiver Requests" was being suspended indefinitely and the deadline date for SDA

Partners to conduct public hearings and to notify the EDD with respect to their selections of optional "First Round Waiver Requests" was being extended from September 30th to November 14th of 1997.

In late-August, the PIC's Evaluation Committee decided to proceed with a public hearing to select optional "First Round Waivers" for San Francisco's PY'97 JTPA Programs based on the Governor's requests because:

- while the next regularly-scheduled meeting of the Council was September 9th, there was no meeting scheduled for the period between September 30th and November 14th;
- there was no way of predicting how, when, or even if the Labor Department would respond to the Governor's "First Round Waiver Requests" either before, between, or after those dates;
- local decisions to adopt them should have already been made based on the best information available at the time of the decision and should be ready for immediate implementation provided that the Labor Department's response on behalf of the Secretary is not inconsistent with or contrary to what was requested by the Governor if:
 - there was any hope of implementing those requested waivers in PY'97 (two months of which had already transpired) for which additional local advance planning was not necessary; and,
 - there was any hope of implementing those requested waivers in PY'98 for which additional local advance planning was necessary if, as was anticipated, Congress provided the Secretary with the same or similar waiver authority for that program year.

In September, the Council and the Mayor adopted ten of the twelve waivers requested by the Governor in May subject to the performance improvement goal that the Governor was proposing for each of those requests and the decisions of the Council and the Mayor were forwarded to the EDD (refer to **Attachment No. 1**).

In October of 1997:

- Congress, in FFY'98 appropriations legislation for the Labor Department, provided the Secretary with similar authority to waive certain requirements of the JTPA in PY'98; and
- the EDD notified all SDA Administrators that the Secretary of Labor:
 - had approved eleven of the twelve waivers requested by the Governor with an effective date of September 30th of 1997;
 - had rejected the proposal for a separate performance improvement goal for each optional waiver that is selected for each SDA;
 - would be requiring the State to assume an overall performance improvement goal of four percent relative to its actual performance in PY'96 (instead of in PY'95) for each measure regardless of how many optional waivers are selected by each set of SDA Partners;
 - would be requiring the State to develop a scheme in which SDAs that meet and exceed their performance improvement goals in PY'97 would receive financial incentives in PY'98; and,
- most significantly, the EDD withheld authorization for any SDA Administrative Entity to implement any waivers that had been approved until additional discussions could be conducted with representatives of the Labor Department and SDAs to clarify the performance improvement goals that were going to be required to accompany them.

In January of 1998, the EDD published a status report on the discussions that were taking place between its representatives and those of the Labor Department and selected SDAs to clarify the performance improvement goals. This report also contained the following statement: "... SDAs (are not authorized) to implement waivers (yet); (that authorization) will be issued by the (EDD) following the completion of negotiations".

In February:

- the EDD conducted a survey of all SDA Administrators with respect to several clarifying or new performance improvement goals that were being considered (PIC Staff provided its responses to that survey on February 23rd); and,
- a press release was issued by the Labor Department noting, inexplicably, that the State of California was already implementing waivers of JTPA requirement that were approved in October of 1997.

In June:

- the EDD notified all SDA Administrators that hardcopies of the revised grant agreement modification between the Secretary of Labor and the Governor concerning the waivers and the revised performance improvement goals were available (this grant agreement modification differed from that which the Secretary had proposed in October of 1997); and
- the EDD distributed to all SDA Administrators a 13-page draft of its instructions for adopting and implementing those approved waivers and the plans for achieving the revised performance improvement goals (as of this date, a final version of those instructions has still not been received).

Please refer to **Attachments No. 2, 3, and 4** and please let us know if you have questions about this incredibly arcane and complex process or about these recommendations which are intended to clarify it.

cc: PIC Staff
PIC Subcontractors (JTPA Only)
Steve Bingham, SFNLAF
Antonio Castillo, WAP, Cal. AFL-CIO
Ed Shoenerberger, NCCC
Joe Wilson, Coleman Advocates for Youth
Scott Winkler, EDD/JTPD
Armando Quiroz, Region IX USDOL/ETA
Virginia Hamilton, CWA
Joan Crigger, USCM

Attachments

1. Summary of the JTPA waivers that were preliminarily adopted by the Council and the Mayor in September 1997 for possible implementation in PY'97 based only on the Governor's May 1997 requests and proposals.
2. Summaries of all JTPA waivers that were requested by the Governor in May 1997 and of the Labor Secretary's May 1998 responses to them.
3. Summary of the JTPA waivers that, based on Secretary's May 1998 responses, the PIC Staff recommends be adopted for possible implementation in PY'98.
4. Summary of the "Performance Measurement Model" which the Governor and the Secretary have presumably adopted as the means for establishing and measuring achievement of performance improvement goals.



PRIVATE INDUSTRY COUNCIL
of San Francisco, Inc.

ATTACHMENT NO. 1 (Five Pages)

September 22, 1997

Mr. Jim Curtis, Manager
Program Management Section
Job Training Partnership Division, MIC 69-1
Employment Development Department
800 Capitol Mall
Sacramento, CA 95814

Dear Jim:

This is an initial response, on behalf of the San Francisco Service Delivery Area, to "JTPA Directive No. D97-1" and "JTPA Information Bulletin No. B97-26" regarding the "adoption" and "implementation" of "first round" waivers to JTPA requirements that the Governor requested in May.

Since the Secretary of Labor has still not provided determinative responses to any of those requests, since there are ambiguities in some of those requests, and since final decisions to "adopt" or to "implement" waivers requested for an SDA depend on clarifications of those requests, the waivers that are being initially "adopted" for San Francisco are subject to "conditions" in addition to those contained in the Governor's requests and, among those additional "conditions", "adoption" and "implementation" of a waiver are to be treated separately.

A. Verification that "the following groups have been afforded the opportunity to review and comment on the (waivers being requested by the Governor)":

- "Local Area Elected Officials and Private Industry Councils"
- "Educational And other Public and Private Non-Profit Agencies"
- "Labor Organizations Requiring Skills Related to the Proposed Training"

B. "Describe your local public process for adoption of the requested waivers."

On July 28th of 1997 copies of the "State (First Round) Waiver Plan" (issued in "May of 1997"), of the June 3rd draft of "JTPA Directive No. D97-1" (the final version of which was not received until July 29th), and of "JTPA Information Bulletin No. B97-2" were distributed to all PIC Subcontractors, to all members of the Private Industry Council's Evaluation Committee, and to the Mayor's Staff.

On August 8th (after it became apparent that Secretary of Labor would not be responding to any of the Governor's "First Round" waiver requests at any time in the near future and in order to meet the September 30th deadline established in "JTPA Directive No. D97-1"), the PIC Staff's analyses of and recommendations for "adopting" and "implementing" in San Francisco the waivers requested by the Governor in the "First Round" were published and distributed to over 130 persons (including designated representatives of all PIC Subcontractors, all members

of the Evaluation Committee, and the Mayor's Staff. In that same mailing, the time and place of a public hearing, to be conducted by the Evaluation Committee, was announced for August 27th and was also posted in San Francisco's Public Library System.

On August 27th, the Evaluation Committee conducted a public hearing on the PIC Staff's analyses of and recommendations for "adopting" and "implementing" those "First Round" waivers, as they were being requested by the Governor, and, as a result of that hearing, the Committee formulated its own recommendations for "adopting" and "implementing" them.

On August 29th, the time and place of the September 9th meeting of the Private Industry Council of San Francisco and the agenda for that meeting were announced and published in San Francisco's Public Library System and in mailings (which also contained the Evaluation Committee's recommendations for "adopting" and "implementing" those "First Round" waivers as they were being requested by the Governor) to over two hundred persons and organizations.

On September 9th, the full Council met, considered the Evaluation Committee's recommendations for "adopting" and "implementing" the "First Round" waivers as they were being requested by the Governor, adopted those decisions as they were proposed, and the Mayor was asked to concur with the Council's decisions.

C. "Describe the actions that will be taken to remove local barriers (i.e., policies, guidelines, rules and regulations):"

The "removal of local barriers" will depend on:

1. which of the waivers requested by the Governor are granted by the Secretary of Labor;
2. which of the "conditions" that the Governor proposed to accompany each waiver that is being requested is approved by the Secretary of Labor as proposed or clarified;
3. how the ambiguities in some of the "conditions" that the Governor proposed to accompany each waiver are clarified by the Governor if not by the Secretary of Labor; and
4. which of the "conditions" that the Council and the Mayor have proposed to accompany each waiver they have tentatively selected to "adopt" and "implement" are approved by the Governor or his representatives.

D. Identify the "date(s) of implementation for optional waivers":

The dates of "implementation" for waivers that have been "adopted" will be determined by the date upon which the Secretary of Labor responds to the Governor's requests, the dates upon which the Governor or his representatives forward those decisions and any necessary clarifications of them to SDA Administrators, the date or dates upon which the Council and the Mayor ratify these initial decisions to "adopt" those waivers that have been approved along with any clarified conditions that accompany them, and the date upon which written approvals of the "conditions" proposed for San Francisco in footnotes b., c., d., and f. in the following section of this response are provided.

E. Requested Waivers Selected for "Adoption":

ADOPTION OF WAIVERS REQUESTED AND PERFORMANCE AGREEMENTSName of Service Delivery Area: The City and County of San Francisco

Decisions & Proposed Conditions /a.			Governor's Proposed Conditions /b.			
Adopt for S.F.?	Waivers Requested by the Governor	S.F. Proposed Conditions	Title IIA (77%) EER Change from PY'95	Title IIC (82%) YPTR Change from PY'95	Title III (60%) EER Change from PY'95	Other
OK	<u>Statewide Waivers</u> P4. PIR for EER+EEN	<u>/c.</u>		+3%		Maintain Training Levels
OK	A3. 2 Cost Categories	<u>/d.</u>				
OK	A4. Title III PPFU	<u>/d.</u>				
Yes	<u>Optional Waivers</u> P1. Standalone Job Search & Work Experience- Adults P1. Standalone Job Search & Work Experience - Youths P1. Standalone Job Search & Work Experience - Title III	<u>/e.</u>	+3%			None
Yes	P2. Post Termination Training Services	<u>/f.</u>		+3%		None
Yes	P3. Exclude SSDI from Eligibility Income	<u>/f.</u>			+3%	None
Yes	P5. Allow Youth OJT w/o Adult Wage Reqmt.	<u>/f.</u>			+1%	10% Increase in Wages
Yes	P7. Allow 10% Window for SYETPs	<u>/f.</u>				+5% in No. of Disabled Adults
Yes	P8. Allow Employment Generating Activities	<u>/f.</u>	+2%		+2%	Report to State
Yes	A2. Allow Program Income for any Title					None
No	P6. Consolidate Youth Employ. Enhancements			+1%		Report to State
No	A1. Exclude Transfers from Perform. Calc's		+2%		+2%	None
CUM. TOTALS MAX. (OR "CAPS") SDA TOTALS			<u>/g.</u>	+5% +5% +5%	+7% +5% +5%	+5% +5% +5%

FOOTNOTES TO THE PRECEDING TABLE

/a. These describe the preliminary decisions of the Mayor and Private Industry Council to "adopt" and "implement" or to "reject" and "not implement" in San Francisco the waivers requested by the Governor subject to the Secretary of Labor's decision with respect to each and subject to all conditions proposed by the Governor (in footnote /b.) and by the Council and the Mayor in footnotes /c., /e., and /f..

/b. "Conditions" proposed by the Governor to accompany the "adoption" and "implementation" of each waiver in a Service Delivery Area. Subject to possible clarification by the Secretary, the intent of all proposed increases in the magnitudes of performance rates specified is:

- (1.) to "use ... the actual (value of the) Program Year 1995 data as the benchmark for measuring (the promised increase in the) actual (value of the) Program Year 1997 data (recorded)";
- (2.) "there are no financial sanctions for noncompliance with (any of) the increased performance measures"; and
- (3.) "these measures are not associated with any computations (of unadjusted or adjusted performance standards in Program Year 1997 or) incentive awards (in Program Year 1998)".

"EER" means "Entered Employment Rate" and "YPTR" means "Youth Positive Termination Rate".

/c. Although the "adoption" and "implementation" of requested "Statewide Waivers" are not intended to be subject to the discretion of local elected officials and private industry councils, it is presumed that the magnitude of the condition proposed to accompany this waiver, if it is granted by the Secretary, shall be reduced proportionately to the number of months in Program Year 1997 that remain for implementing it. "PTR" means (youth) "Positive Termination Rate", "EER" means (youth) "Entered Employment Rate", and "EEN" means (youth) "Employability Enhancement Rate".

/d. The adoption and implementation of "Statewide Waivers" are not intended to be subject to the discretion of local elected officials and private industry councils.

/e. Each of these requested waivers, subject to the Secretary's approvals, is "adopted" for the City and County of San Francisco subject to the following:

- (1.) "adoption" and "implementation" of a waiver shall be treated separately and the conditions which the Secretary approves to accompany that approved waiver shall apply only if it is actually "implemented" in the City and County of San Francisco;
- (2.) the magnitude of the condition that the Secretary approves to accompany this waiver shall be reduced proportionately to the number of months in Program Year 1997 that remain for "implementing" it; and
- (3.) the magnitude of the condition that the Secretary approves to accompany this waiver shall be reduced by one-third for each of the three specified technologies that is not actually implemented in the City and County of San Francisco.

/f. Each of these requested waivers, subject to the Secretary's approvals, is "adopted" for the City and County of San Francisco subject to the following:

- (1.) "adoption" and "implementation" of a waiver shall be treated separately and the conditions which the Secretary approves to accompany that approved waiver shall apply only if it is actually "implemented" in the City and County of San Francisco; and
- (2.) the magnitude of the condition that the Secretary approves to accompany this waiver shall be reduced proportionately to the number of months in Program Year 1997 that remain for "implementing" it.

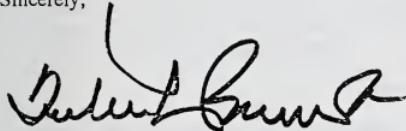
/g. Subject to all conditions specified in footnotes /b., /c., /e., and /f..

The governing partners of the San Francisco Service Delivery Area hereby adopt the performance goals associated with the three statewide waivers and with the optional waivers they have selected to "adopt" subject to all "conditions" specified in footnotes 1b., 1c., 1e., and 1f. of the preceding section of this letter.

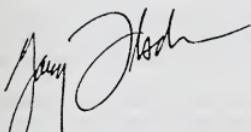
The Council and the Mayor also urge the State Job Training Coordinating Council to recommend that the Governor request all fifteen "Second Round" waivers to JTPA requirements that the staff of the PIC proposed on August 7th of this year for Program Year 1998.

Please note and record the new address, telephone, and telefax numbers of the PIC specified in the stationery of this letter and please let Steve Arcelona know if any additional information is needed.

Sincerely,



Willie L. Brown, Jr.
Mayor, City and County of San Francisco



Gary Fischen
Chairman, Private Industry Council of San Francisco



Steve Arcelona
President, Private Industry Council of San Francisco, Inc.

cc: All Members of the Evaluation Committee
Mayor's and PIC Staffs
All PIC Subcontractors
All Members, Career Link Steering Committee
Antonio Castillo, WAP, Cal. AFL-CIO
Christina DeFrancesco, HomeBase
Joe Wilson, Coleman Advocates for Youth
Scott Winkler, EDD/JTPD
Armando, Quiroz, Reg. IX, USDOL/ETA
Virginia Hamilton, CWA
Joan Criger, USCM

ATTACHMENT NO. 2 (One Page)

SUMMARY OF EACH JTPA WAIVER REQUESTED BY THE GOVERNOR IN MAY 1997
AND OF THE LABOR SECRETARY'S MAY 1998 RESPONSE TO EACH REQUEST

"Administrative Waivers"

A 1 (Proposed as an "Optional Waiver" but apparently Rejected) "Exclude persons who transfer to another JTPA program for continued services from the calculation of the Entered Employment Rate for the title (or program) from which they were transferred."

A 2 (Proposed and Approved as an "Optional Waiver" for PY'98 only) "Allow 'program income' earned in one JTPA title (or program) to be used for any JTPA title (or program)."

A 3 (Proposed and Approved as a "Statewide Waiver" for PY'98 only) "Reduce the number of cost categories to just 'Administration' and 'Program' for all titles."

A 4 (Proposed and Approved as a "Statewide Waiver" for PY'98 and, possibly, for future PYs) "Allow the State to use its Unemployment Insurance Wage Database to collect post-program followup (PPFU) data for Title III."

"Program Waivers"

P 1 (Proposed and Approved as an "Optional Waiver" for PY'98 only). "Allow job search, job search assistance, and work experience services and programs to be provided on a stand-alone basis (i.e., without being provided in connection with any other authorized services or programs)".

P 2 (Proposed and Approved as an "Optional Waiver" for PY'98 only). "Allow the provision of training (including OJT with the current or a previous employer) as a post-termination service and allow post-termination services for up to one year for all titles."

P 3 (Proposed and Approved as a "Statewide Waiver" for PY'98 through PY'2001). "Exclude Social Security Disability Income (SSDI) as income when determining eligibility for (JTPA) Title II services."

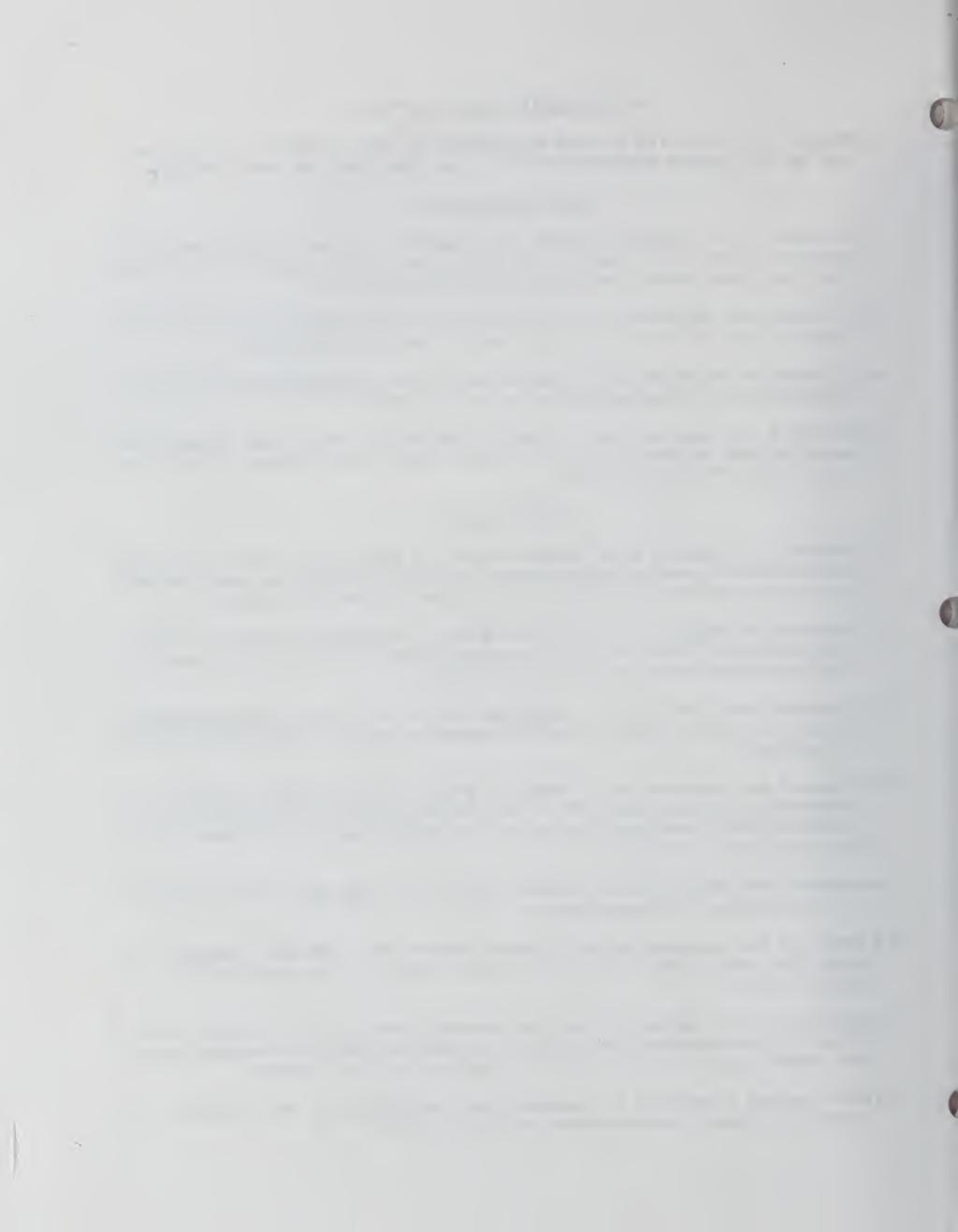
P 4 (Proposed and Approved as a "Statewide Waiver" for PY'98 only). "Substitute the 'Youth Positive Termination Rate' (YPTR) for the 'Youth Entered Employment Rate' (YEER) and the 'Youth Employability Enhancement Rate' (YEEN) as the core standard for the JTPA Title IIC (82%-Basic Year-Round Youth Program) ."

P 5 (Proposed and Approved as an "Optional Waiver" for PY'98 only). "Allow OJT programs for youths without the adult wage requirements."

P 6 (Proposed and Approved as an "Optional Waiver" for PY'98 and, possibly, for future PYs). "Allow flexibility to offer the full range of employability enhancement training to all youths of all ages."

P 7 (Proposed as an "Optional Waiver" but Rejected). "Allow a 'ten-percent eligibility window' for the JTPA Title IIB (Summer Youth Employment and Training Program) that is consistent with the same eligibility window for the JTPA Title IIC (82%-Basic Year-Round Youth Program)."

P 8 (Proposed and Approved as an "Optional Waiver" for PY'98 only). "Allow prescribed use of limited JTPA funds for 'Employment Generating Activities' (EGA)."



ATTACHMENT NO. 3 (Two Pages)

FINAL ADOPTION OF WAIVERS APPROVED BY THE SECRETARY AND GOVERNOR

Name of Service Delivery Area: The City and County of San Francisco

Local Decisions /a.		Approved Performance Improvement Goals /b.			
Adopt for S.F.?	Waivers Requested by the Governor	Title IIA (77 %)			Title IIC (82 %)
		FUER /c. Change	FUWE /d. Change	WFUER /e. Change	WFUWE /f. Change
OK	Statewide Waivers /h. P4. PTR for EER+EEN	Tbd /i.	Tbd /i.	Tbd /i.	Tbd /i.
OK	A3. 2 Cost Categories				+2% /i.
OK	A4. Title III PPFU				Tbd /i.
Yes	Optional Waivers P1. Standalone Job Search & Work Experience- Adults P1. Standalone Job Search & Work Experience - Youths P1. Standalone Job Search & Work Experience - Title III	Tbd /i.	Tbd /i.	Tbd /i.	Tbd /i.
Yes	P2. Post Term. Training Services	Tbd /i.	Tbd /i.	Tbd /i.	Tbd /i.
Yes	P3. Exclude SSDI from Eligibility Inc.	Tbd /i.	Tbd /i.	Tbd /i.	Tbd /i.
Yes	P5. Allow Youth OJT w/o Adult Wage Reqmt.				Tbd /i.
No	P7. Allow 10% Wind. for SYETPs /k.				
Yes	P8. Allow Employ. Generating Activities	Tbd /i.	Tbd /i.	Tbd /i.	Tbd /i.
Yes	A2. Allow Program Income for any Title	Tbd /i.	Tbd /i.	Tbd /i.	Tbd /i.
No	P6. Consolidate Yth. Employ. Enhance.				
No	A1.Excl. Trans. from Perform. Calc's /l.				
San Francisco Subtotals		TBD /m.	TBD /m.	TBD /m.	TBD /m.
Statewide Totals /b.		+5%	+5%	+5%	+5% /i.

Footnotes for the Preceding Table

l.a. The term "Local Decisions" refers only to "OK, submit to the adoption of a Statewide Waiver", "Yes, an Optional Waiver is adopted", or "No, an Optional Waiver is not adopted"; it does not refer to "implementation of the adopted waiver" which is a separate issue involving opportunity, practicality, and, most importantly, timing.

l.b. "Approved Performance Improvement Goals" are, at this time, applied only to the State and its "Statewide Totals"; as explained in footnotes l.i., l.j., and l.m., local "approved performance improvement goals" will subsequently be negotiated by representatives of the EDD and the PIC taking into account:

- the State's overall "Approved Performance Improvement Goals";
- the "Optional Waivers" that are actually "adopted and implemented" by the PIC and by the other 51 SDA Partnerships in the State;
- the "Performance Measurement Model" described in **Attachment No. 4** of this report; and
- the actual magnitudes of each applicable performance measure in San Francisco's PY'97 Program.

l.c. FUER = (Adult) "Follow Up Employment Rate"

l.d. FUWE = (Adult) "Follow Up Week Earnings"

l.e. WFUER = (Adult) "Welfare Follow Up Employment Rate"

l.f. WFUWE = (Adult) "Welfare Follow Up Weekly Earnings"

l.g. YPTR = "Youth Positive Termination Rate"

l.h. There is no local discretion in the adoption or the implementation of these three waivers.

l.i. If an SDA Partnership does not adopt or implement any "Optional Waivers", its approved performance improvement goal for the YPTR is 2%. If the SDA Partnership adopts and implements any "Optional Waivers" [or, more probably, any "Optional Waivers" that touch and concern the JTPA Title IIC (82% Program)], its approved performance improvement goal for the YPTR is 5%.

l.j. "Tbd" = "To be determined". The magnitude of each of these performance improvement goals would be based on the negotiated magnitudes described in footnote l.m. (taking into account each of the four factors) and on the extent to which the implementation of each specified waiver by the PIC would be estimated to affect the magnitude of the "San Francisco Subtotal for each of the five specified performance measures". Because these would be extremely speculative and because there would be no practical value to them, it is unlikely they would ever be determined. As a result, the values determined in footnote l.m. would probably be the only approved local performance improvement goals.

l.k. Requested waiver was rejected by the Secretary of Labor.

l.l. Requested waiver was apparently rejected by the Secretary of Labor.

l.m. "TBD" = "To Be Determined". The magnitudes of each of these local "approved performance improvement goals" will subsequently be negotiated by representatives of the EDD and the PIC taking into account:

- the State's overall "Approved Performance Improvement Goals" in footnote l.b.;
- the "Optional Waivers" that are actually "adopted and implemented" by not just the PIC but all of the other 51 SDA Partnerships in the State;
- the "Performance Measurement Model" described in **Attachment No. 4** of this report; and
- the actual value of each performance measure in San Francisco's PY'97 Program (not yet available).

PERFORMANCE MEASUREMENT MODEL

The model was developed around the following principles of performance improvement:

- California and the local areas are committed to continuous improvement.
- Lower performing local areas will be expected to increase their performance relatively more than higher performing local areas.
- Expectations for performance improvement should consider the relative potential for success (e.g. a local area with poor economic conditions and a large client base with multiple barriers should not be expected to perform as well as an area without these challenges.)

The column references below refer to the attached table. The table is for example purposes only. In the example, the base year is Program Year (PY) 1996-97 and the measurement year is PY 1997-98. For the purpose of evaluating performance under waivers, California's base year will be PY 1997-98 and the measurement year will be PY 1998-99. A similar table will be developed for each of the six performance measures to be reviewed after waivers implementation.

Column A	This represents ranges for <u>actual</u> performance in PY 1996-97. These ranges are the framework to address the principle that a higher performer should not be expected to increase performance to as great a degree as a relatively lower performer. Under the proposed plan for evaluating waivers, a local area would be assigned to a range based on its actual performance in PY 1997-98.
Column B	This is the performance improvement expectation under waivers for each range.
Column C	Calculation of the expected improvement amount (Column A multiplied by Column B).
Column D	The unadjusted actual performance expectation after implementation of waivers. This is actual performance in the base year plus the performance increase defined in Column C.
Column E	This is the adjustment to the actual performance expectation based on the "risk factors in the local area." The number used is the local area adjustment to the national departure point as defined by the Secretary of Labor's performance model.
Column F	Expected actual performance by the local area after implementation of waivers.

Performance Measurement⁽¹⁾

Example: Title III Entered Employment Rate Performance Measure

Example SDAs with their Actual Performance for PY 1996-97	(A) Ranges for Actual PY 1996-97 Performance	(B) Expected Percentage Improvement	(C) Actual Performance Increase (AxB)	(D) PY 1997-98 Unadjusted Performance Goal (A+C)	(E) PY 1997-98 Performance Model Adjustment (4)	(F) Adjusted PY 1997-98 Performance Goal (D+E)
	=>80% ⁽²⁾	0.0%				
	77.1 - 79.9%	1.0%				
	74.1 - 77.0%	2.0%				
	70.1 - 74.0%	3.0%				
SDA "A" 68.82%	67.1 - 70.0%	4.0%	2.75%	71.6%	2.3%	73.9%
	60.1 - 67.0%	5.0%				
SDA "B" 50.71%	<=60.0% ⁽³⁾	=>6.0%	3.04%	53.8%	1.4%	55.2%

(1) Program Year (PY) 1996-97 is used as the base year for example purposes only.

(2) Expected performance is capped at 80% in this example.

(3) The State will negotiate an expected performance increase with SDAs when performance is 60% or below on a case by case basis.

(4) Actual adjustment to the national departure point. The calculation of this factor occurs at the end of the program year. It represents the effect of local factors (participant characteristics and economic conditions) on SDA performance expectations compared to national averages.

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PRIVATE INDUSTRY COUNCIL
of San Francisco, Inc.
DRAFT MINUTES OF THE
EVALUATION COMMITTEE MEETING
JULY 31, 1998

Present:

Leslie Luttgens, Frederick Jordan^o Maurice Lim Miller, Eric Mitchell, Victor Revenko.

Absent:

Steve Arcelona, John Cammidge, Brenda Cochrane, Amanda Feinstein, Gary Fitschen, Roni Howard, Natalie Lopes, Craig Martin, Brian Murphy, Carol Piasente, Michael Wald.

Meeting called to order by Leslie Luttgens at 9:40 a.m.

A quorum was not established.

Ray Holland provided background information about the Job Training Partnership Act (JTPA) waiver process, describing the state's procedures through which recommendations could be submitted for review by the Governor's office. Of twelve requested waivers, three were mandated for the entire state with the other nine being optional for SDAs to consider.

In 1997 the Evaluation Committee recommended that ten of the twelve waivers be adopted by the PIC. Ray pointed out that the waivers that are adopted become effective back to July 1, 1998 even though a period of nearly three months would have transpired, without any adjustment to the increased performance goal. One waiver of the original ten recommended by the Evaluation Committee was rejected by the Secretary of Labor resulting in only nine waivers still on the table for consideration.

Because the performance goals appear to have a minimal effect on the PIC, the staff is recommending adoption of the original nine waivers and also reconsideration of the one waiver not on the first list. (Allow flexibility to offer the full range of employability enhancement training to youth, regardless of age.)

A small financial incentive (\$5,000) is being offered to those SDAs that meet or exceed the revised goals.

Victor Revenko asked which of the waivers would require issuing a new Request For Proposal (RFP) to implement all of the waivers. Ray indicated that at least two of the waivers would require the PIC to issue an RFP as long as there were some funds available to operate the new programs.

It was the consensus of the members present to recommend adoption of all ten waivers approved by the Secretary of Labor. These waivers would be in effect for only the current fiscal year (FY'98).

Regarding the second round of waivers, it was the consensus of the members of the Evaluation Committee to encourage the state to proceed and forward the following three issues for consideration:

- * Allow for fixed unit performance based contracts
- * Eliminate the selective service registration requirement
- * Reinterpret the waiver authority

^o Frederick Jordan arrived at the meeting.

Leslie Luttgens reminded the Committee that at the last meeting Brian Murphy raised his concern about ongoing evaluation of the Welfare-to-Work (WtW) programs to see what does and what doesn't work, and why. He urged the Committee to begin the dialogue on this matter as the role of the Committee is to evaluate the effectiveness of the program design.

It was the consensus of those members of the Evaluation Committee who were present that the Committee look at what type of evaluation should occur in order to measure the success of the WtW program as well as how it might be improved.

Leslie suggested that PIC staff keep this matter on the agenda and move forward with it.

Meeting adjourned at 10:30 a.m.

San Francisco Neighborhood Legal Assistance Foundation
225 Bush Street, 7th Floor
San Francisco, CA 94104
Telephone 415-982-1300
Fax 415-982-4243

January 11, 1999

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Evaluation Committee
Private Industry Council

Memorandum

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Re: Actual vs. Planned Participant Characteristics for PY 97

Dear Members of the Evaluation Committee:

I am writing to comment on the executive summary of JTPA program statistics of PY 97. In particular, I believe it is important that staff explain the sometimes wide divergency between actual vs. planned participant characteristics. Presumably, the planned characteristics were recommended by the Planning Committee with some care. Divergency means at the very least that planning process set unreasonable performance goals. At worst, it suggests discriminatory factors at work which should be addressed.

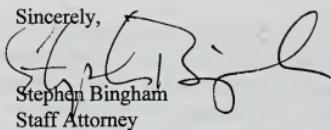
The following is a listing of some of the widest divergences from plan, taken from p.4 of PIC's Actual vs. Planned Characteristics (pink sheet in your packets):

- Women were over 3/5 of IIA 77% adults and over 70% of IIC 83% youths v. the half which was planned in each program. (Conversely, they were only half of IIA 5% old. ind. vs. almost 2/3 planned.)
- Only one-third the planned number of age 55+ individuals actually participated in the IIA 77% adult program (3% vs. 9%).
- Asian Pacific Islanders were less than half of planned IIC 82% participants but almost twice planned IIA 5% old. ind. participants.
- Blacks were less than 2/3 of planned IIC 82% youths. Conversely, Hispanics were more than double what was planned.

- There were no blacks in the IIA 5% old. ind. program vs. 28% planned and only 1% of Hispanics vs. 16% planned (The doubling of the Asian actual enrollment caused these two categories to fall).
- Whites were nearly three times what was planned in the II A 77% Adults program.
- AFDC recipients were barely one quarter of that planned in IIC 82% youth programs and barely half of IIB SYETP planned participants.
- School dropouts were barely half of IIC 82% youths planned and only 1% of IIB SYETP vs. 20% planned!

These are some of the more egregious divergences noted. There may be plausible explanations for all of them. The point of this letter is simply that I believe the Evaluation Committee is entitled to hear what the explanation is.

Thank you for your attention to these views.

Sincerely,

Stephen Bingham
Staff Attorney

cc. PIC staff

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of San Francisco, Inc.

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15/99 January 15, 1999

Letters

Mr. Stephen Bingham
San Francisco Neighborhood
Legal Assistance Foundation
225 Bush Street, Seventh Floor
San Francisco, CA 94104

Dear Stephen:

This responds to your January 11th letter to the Council's Evaluation Committee in which you identified statistical deviations between the actual rates of enrollments of members of certain segments of the eligible populations in the PY'97 JTPA Programs and the rates of enrollments that were planned for them as represented in the PIC's November 19th "Benefit Cost Report" and asked for some explanation. The deviations noted (in *italics*) and the explanations offered are:

1. *"Women were over 3/5 of IIA 77% adults and over 70% of IIC 82% youths versus the half which was planned for each program. (Conversely, they were only half of the IIA 5% older individuals versus almost 2/3 planned.)"*

The unexpectedly higher rates of participation of females in the JTPA Titles IIA (77%) and IIC (82%) Programs and the unexpectedly lower rate of their participation in the JTPA Title IIA (5%-Older Individuals Program) may be the result of the discriminatory effects of the federal requirement that all otherwise eligible males, born on or after January 1st of 1960, shall be verified to have registered with the Selective Service System before their 26th birthdays in order to be certified as being eligible for and enrolled in any JTPA Program.

This requirement [in section 604 of the *Job Training Partnership Act* and section 189 (h) of the *Workforce Investment Act of 1998*] and the particularly harsh manner in which it has been enforced by the federal government have been persistent problems for a long time. The PIC Staff's August 1997 proposal for the Governor to ask the Secretary of Labor to waive this particular requirement has never been accepted for consideration.

However, for males who have attained the age of 26 years and have never registered with the Selective Service System (their numbers in the eligible populations are surprisingly large), a new federal policy on how they should be treated has recently been promulgated. Under that new policy, while males will still not be able to register with the Selective Service System after their 26th birthdays, their past failures to do so will no longer be conclusively presumed to have been "knowing and willful" without any right of appeal. Now, their past failures to register will be rebuttably presumed to have been "knowing and willful", they will have an opportunity to present written and other evidence to rebut that presumption, and they will have rights to appeal the initial determinations that are made with respect to their rebuttals.

Since this new federal policy was just promulgated, it is still unclear whether it will result in any increase in the rate of enrollments of eligible males in JTPA Programs. Since the procedures for rebutting a presumption that past failures to register were "knowing and willful" will be both burdensome, time consuming, and complex, only time will tell.

2. *"Only one-third the planned number of age 55+ individuals actually participated in the IIA 77% adult program (3% versus 9%)."*

Since the eligibility criteria for those who are 55 years of age or older are identical for the JTPA Title IIA (77%) and the JTPA Title IIA (5%-Older Individuals) Programs and since the curricula and occupational objectives offered in the two sets of programs differed, one could conclude that 84% (i.e., 90 divided by 107 times 100%) of all economically disadvantaged individuals in this age group who were enrolled preferred the curriculum and occupational objectives of the latter program [i.e., the JTPA Title IIA (5%-Older Individuals) Program] over those of the former. Refer also to our subsequent responses to your third and fifth comments.

3. *"Asian/Pacific Islanders were less than half of planned IIC 82% participants but almost twice (the) planned IIA 5% older individuals participants."*

In August of 1995, Congress rescinded 80% of the JTPA Title IIC (82%) monies that had been appropriated, allocated to the PIC, and obligated by it in sixteen different PY'95 subcontracts. It took the PIC and its subcontractors (only five of which remained in operation during some portion of PY'97 and only three of which now remain in operation) over two program years to recover from that *ex post facto* reduction in federal support for the PIC's preexisting subcontractual commitments.

During that period of recovery (which included portions of PY'97, many of the "well-laid plans" (including compliance with enrollment goals) for the JTPA Title IIC (82%) Program "went to hell in a hand basket".

Similarly (but for entirely different reasons), some of the financial support that had come to be expected for the JTPA Title IIA (5%-Older Individuals) Program in PY'97 failed to materialize. For these programs, the State had for years imposed a requirement that at least 80% of the monies allocated for them had to be expended within the program year for which they were allocated. If that requirement was not met, the State would recapture any unspent funds which exceeded 20% of the available amount at the end of the program year and it would reallocate them to Service Delivery Areas which could demonstrate they would be used promptly and well in subsequent program years. Since 1982, the PIC has been one of only about a half dozen SDA Administrative Entities in the State which could consistently demonstrate that it could use those funds promptly and well. As a consequence, San Francisco consistently benefited from the reallocations of excess unspent funds from most other areas of the State where persistent problems in mounting any kind of effective employment and training programs for eligible persons aged 55 years and older of any race/ethnic subgroup persisted.

Despite years of experimentation with targeted subcontract procurements and other strategies, the Council, the Mayor, the PIC, and other San Francisco organizations have been unable to create and sustain, from year to year, any kind of an effective program capacity for serving persons in this age group that would approximate those in the Asian-Pacific Islander communities. One of the possible reasons for this disparity could be that, with a more pronounced absence of income from Social Security and Supplemental Security Income benefits in the Asian Pacific Islander communities, the need for this program in those communities is greater.

One of the other strategies employed by the PIC was to use the reallocated excess unspent JTPA funds from other SDAs in the State to develop a modest capacity for serving older individuals in the Black and White communities through some supplemental financing of one of the employment and training programs financed principally with monies received under Title V of the *Older Americans Act*. In the fall of 1997, a court in Southern California enjoined the State from recapturing and reallocating any more of those JTPA funds.

The Court's injunction brought an abrupt, temporary halt to the PIC's efforts to develop and sustain a program capacity to serve older individuals in communities other than just the Asian-Pacific Islander communities.

4. *"Blacks were less than 2/3 of planned IIC 82% youths. Conversely, Hispanics were more than double what was planned."*

Please refer to the immediately-preceding response with respect to the continuing effects of the *ex post facto* reduction in funding for the JTPA Title IIC (82%) Program.

5. *"There were no Blacks in the IIA 5% Older Individuals Program versus 28% planned and only 1% of Hispanics versus 16% planned (the doubling of the Asian actual enrollments caused these two categories to fail)."*

Please refer to the preceding response with regard to your third set of comments and the rate of enrollment of Asians and Pacific Islanders in the JTPA Title IIA (5%-Older Individuals) Program. Because the enrollment goals for all age, gender, and race/ethnic significant segments of the eligible population are basically "slices of a pie", deviations from planned enrollment rates for one subgroup will always have a direct effect on those rates for one or more of the other subgroups within that same segment. That is not necessarily the case with other significant segments of the eligible population (e.g., "public assistance recipients", "hard-to-serve youths", etc.) and, beginning with PY'99, we have reason to believe that the sum of all subgroups' participation rates within the race/ethnic segment will no longer equal 100% because participants will be asked to specify two or more characteristics where that is appropriate.

This leaves the dilemma of diverting available quantities of scarce funds and proven program capacity from communities where the former have been clearly articulated and the latter have performed very well and to communities where neither needs nor program capacities are as evident.

6. *"Whites were nearly three times what was planned in the IIA 77% Adults Program."*

Almost all of the Whites enrolled and served in the JTPA Title IIA (77%) Program were refugees from the former Soviet Union who, being unable to find sufficient opportunities for training in specific occupations in the PIC's Refugee Employment and Training Programs, were referred to and enrolled in this JTPA Program instead, where such training opportunities were available.

Over the years, the State Department of Social Services and the Federal Department of Health and Human Services have been unwilling until, it appears, last week to approve San Francisco Refugee Plans that provide for more training in the kinds of specific occupations that are in demand simply because the *per capita* costs are greater.

7. *"AFDC Recipients were barely one quarter of that planned in the IIC 82% Youth Program and barely half of the IIB SYETP planned participants."*

Since the probable consequences of the *Personal Responsibility and Work Opportunity Reconciliation Act of 1996* (i.e., the "welfare reform" legislation) were just beginning to be articulated during PY'97, since it would probably be futile to attempt to speculate on precisely how the articulation of those probable consequences motivated young persons from families receiv-

ing public assistance who were about to enter the labor market, and since those involved in the JTPA Title IIC (82%) Program were still recovering from the disastrous *ex post facto* reduction in PY'95 funds, it would probably not be very productive to speculate on why only about a fourth of the eligible youths from families receiving AFDC (or, now, TANF) benefits who were expected to enroll in this program actually did so.

While the same doubts about the probable consequences of "welfare reform" applied to the 1998 JTPA Title IIB (SYETP), they were exacerbated by the absence (until late in the summer of 1998) of any authorized policy which clearly applied the "disregard of SYETP income to the amount of TANF benefits" (i.e., similar to the disregard which had been previously applied to the amount of the AFDC benefits) and by our suspicion that, because documentation on one's eligibility for the Federal Free Lunch Program was more readily available than was documentation on eligibility for the new TANF program, data on the latter may be understated.

We will attempt to confirm or clarify that suspicion by comparing the PIC's 1998 JTPA Title IIB (SYETP) participant database with the databases of the Department of Human Services on their families. The consequences of that study will be reported to both you and the Committee.

8. *"School dropouts were barely half of the IIC 82% youths Planned and only 1% of IIB SYETP versus 20% planned."*

While the rate at which "school dropouts" were enrolled in the PY'97 JTPA Title IIC (82%) Program was barely half the rate planned, two of the 73 eligible youths who were enrolled during PY'97 were "in school" youths, 71 were "out of school" youths, and all 73 met the criteria for "hard to serve" (HTS) specified in sections 263 (b) and (d) of the *Job Training Partnership Act*. The term "hard to serve" is defined in the Act for both programs as an economically disadvantaged youth, between the ages of 16 and 21 years, who is either:

(b) "in school" and possesses one or more of the following characteristics:

- is "basic skills deficient";
- has an educational attainment that is one or more grade levels below the grade level appropriate to the age of that individual;
- is pregnant or parenting;
- possesses disabilities, including learning disabilities;
- is homeless or a runaway youth;
- is an offender; or
- is a member of a minority race or ethnic group.

(d) or is "out of school" and possesses one or more of the following characteristics:

- is "basic skills deficient";
- is a "school dropout" under the age of 18 years and who, to participate in JTPA Programs, is required, first, to re-enroll in and attend school;
- is pregnant or parenting;
- possesses disabilities, including learning disabilities;
- is homeless or a runaway youth;
- is an offender; or
- is a member of a minority race or ethnic group.

In addition, the Act requires that not less than 50% of all participants in JTPA Title IIC (82%) Programs shall be "out of school" youths and that not less than 65% of all "in school" and not less than 65% of all "out of school" youths enrolled shall also meet the criteria for "hard to serve" specified for each subgroup. Now that is a "targeted program"!

However, experience has shown that the statutory requirement to re-enroll and attend school as a condition precedent for enrolling in a JTPA Program not only discourages many eligible youths who are "school dropouts" from ever applying for a JTPA Program, in many cases that condition precedent is completely inappropriate. As a consequence, while both the statutory requirements and the local goals for enrolling both "out of school" and "hard to serve" youths were not only met but exceeded significantly, the local goal for those among the latter who were also "school drop-outs" was not met for reasons that may be appropriate.

For all JTPA Title IIB Summer Youth Employment and Training Programs over the last several years, the combination of that condition precedent and the short-term, minimum-wage, summer employment have appeared to be even less attractive to or appropriate for "school dropouts".

Thus, while the rate at which "school dropouts" were enrolled in the 1998 JTPA Title IIB Summer Youth Employment and Training Program was only one-twentieth of the rate expected, 1,242 of the eligible youths who were enrolled during the summer of 1998 were "in school" youths (almost all of whom were less than 18th years of age), an even one hundred were "out of school" youths (most of whom were 18 years of age or older), and 98% of all participants met the criteria for "hard to serve" (HTS) specified in sections 263 (b) and (d) of the Act. For the JTPA Title IIB (SYETP), the Act does not specify any minimum participation rates for either "out of school" or "hard to serve" eligible youths.

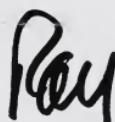
It would not surprise us if representatives of some of the PIC Subcontractors want to expand on some of these explanations, supplement them with others, or even clarify some of them with the Evaluation Committee at its next session on January 26th.

Please let us know if you find any of these explanations to be implausible, if you find any which suggest that certain planned rates of enrollment should be drastically modified for PY'99, if you find any other statistical deviations between planned and actual rates of enrollments that you would characterize as being "egregious", and, if so, please explain why. Thanks for your interest and for providing us with an advance copy of your written comments.

Sincerely,



Steve Arcelona
President



Raymond Holland
Vice President
Planning and Legal Affairs

cc: All Members of the Evaluation Committee
Will Lightbourne, SFDHS
PIC Staff and all Subcontractors
Irene Martinez, EDD/JTPD
Roger Carón, SDSS/RIPB



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PRIVATE INDUSTRY COUNCIL
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NOTICE of a PUBLIC MEETING
of the
EVALUATION COMMITTEE

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DATE: Tuesday, January 12, 1999
TIME: 9:00 a.m. - 11:00 a.m.
and
DATE: Tuesday, January 26, 1999
TIME: 9:00 a.m. - 11:00 a.m.
LOCATION: City College of San Francisco
33 Gough Street
Auditorium

Agenda

Public testimony on agenda items as authorized by the Committee chair throughout the meeting

1. Adoption of agenda *
2. Approval of minutes from the Committee's July 31, 1998 meeting (enclosed) * *See Minutes*
3. Review of JTPA performance in PY'97 (PY'97 JTPA Program Benefit/Cost Report enclosed) *
4. Review of recent performance in San Francisco's:
 - a. CalWORKs-PAES employment & training program
 - b. Homeless Employment Collaborative
 - c. Refugee Programs
 - d. Competitive & Formula Welfare-to-Work Programs
 - e. One-Stop Program System
5. Recommendations for:
 - a. PY'99 modification of San Francisco's PY'98-'99 JTPA Job Training Plan
 - b. Implementation of the Workforce Investment Act by July 2000
6. Public testimony on non-agenda items

* *Requires action by the Evaluation Committee*

Issued December 16, 1998



*If you require special accommodation due to a disability, please call Roberta Fazande
at 431-8700 or TDD (800) 735-2929 (CRS) at least 72 hours in advance*

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PRIVATE INDUSTRY COUNCIL
of San Francisco, Inc.
MEMORANDUM

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TO: MAYOR WILLIE L. BROWN, JR.
ALL COUNCIL MEMBERS

DATE: NOVEMBER 19, 1998

FROM: STEVE ARCELONA, PRESIDENT

SUBJECT: EXECUTIVE SUMMARY OF THE PIC'S JOB TRAINING PARTNERSHIP ACT (JTPA) PROGRAM STATISTICS FOR PROGRAM YEAR 1997 (PY'97).

Program Year 1997 (or PY'97, from July 1997 to June 1998) was the second year in the seventh biennial "Job Training Plan" period under JTPA. For PY'97, eleven separate subparts of the plan were developed, each was concurrently approved by the Mayor and the PIC, and each was subsequently incorporated into one of six separate "JTPA Subgrant Agreements" between the State and the PIC. To implement them, the PIC developed, executed, and administered 408 subcontracts (25 were "prime" year-round subcontracts, fourteen were SYETP subcontracts, 106 were on-the-job training subcontracts and 263 were individual referral subcontracts) with the summary results shown below:

	Accrued Expend.	Total Enrolled	Total Placed	Total* OP Term.	Total Terms.	Place. Rate	Positive. Term. Rate
IIA-77% Basic Adult	\$2,282,795	555	282	52	403	70%	83%
IIC-82% Basic Youth	\$264,122	73	38	4	59	64%	71%
IIA-5% Older Individuals	\$323,051	90	69	12	82	84%	99%
IIA/C-5% Incentive	\$72,500	84	0	2	30	0%	7%
IIA/C8%-50% SECG-GAIN	\$184,468	41	13	8	27	48%	78%
IIA/C-8%-30% SECG-AND	\$68,757	34	27	1	34	79%	82%
IIA/C-8%-30% SECG-JVS	\$63,597	35	15	5	35	43%	57%
IIA/C-8%-30% SECG-SFUSD	\$75,000	135	0	0	135	0%	0%
IIIA-60% Formula & 40% Supp Fund	\$2,091,156	469	172	0	234	74%	74%
IIIA/B- 40% Base Closure	\$103,733	23	11	0	23	48%	48%
IIA/III subtotals /a.	\$5,529,179	1539	627	84	1062	59%	67%

IIB SYETP 1998	\$2,702,352	1342	1	1106	1342	0%	82%
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* OP- Other Positive

(a. "Subtotals" include data for only the ten year-round programs shown above; data for the 1998 JTPA Title IIB SYETP are not included in the subtotals.

As required by the Act, the Secretary of Labor has established national performance standards that can be adjusted for local labor market and specific program conditions. For San Francisco's JTPA Titles IIA (77%-Basic Adult), IIC (82%-Basic Youth), and IIIA (60%-Formula) Subpart Programs, the adjusted performance standards and, corresponding to each, the actual performance attained in PY'97 are:

Performance Indicators	Performance Standard	Actual Performance	Standard Met
Title IIA 77%-Adult Follow-up Employment Rate /a.	58.75%	62.60%	YES
Title IIA 77%-Adult Welfare Follow-up Employment Rate /b.	44.06%	46.30%	YES
Title IIA 77%-Adult Follow-up Weekly Earnings /c.	\$323.08	\$346.00	YES
Title IIA 77%-Adult Welfare Follow-up Weekly Earnings /d.	\$248.77	\$350.00	YES
Title IIC 82%-Youth Entered Employment Rate /e.	55.91%	64.41%	YES
Title IIC 82%-Youth Employability Enhancement Rate /f.	30.53%	22.03%	NO
Title IIIA 60%-Formula Entered Employment Rate /g.	60.12%	73.82%	YES

- /a. The number of former terminees surveyed who were adults (aged 22 or more) and were employed during the 13th week after termination, divided by the total number of adult respondents, times 100%.
- /b. The number of adult welfare recipients who were employed during the 13th week after termination, divided by the total number of adult welfare recipients responding, times 100%.
- /c. The total weekly earnings for all adult respondents employed during the 13th week after termination divided by the total number of adult respondents who were employed during that week.
- /d. The total weekly earnings for all adult welfare recipients who were employed during the 13th calendar week after termination, divided by the total number of adult recipients who were employed during that week.
- /e. The total number of youths (16 - 21 years of age) who entered employment at termination divided by the total number of youths who (except for "potential dropouts" who remained in-school and "school dropouts" who returned to school) terminated for all reasons times 100%.
- /f. The total number of youths (16 - 21 years of age) who attained one of the employability enhancements at termination (regardless of whether they also entered employment) divided by the total number of youths who terminated for all reasons times 100%.
- /g. The total number of terminees who entered employment (excluding those called back by "layoff employer") at termination divided by the total number of terminees for all reasons, times 100%.

The Act requires the Governor to use five percent of all Titles IIA and IIC monies allotted to the State for "incentive awards" to those Service Delivery Areas where the Secretary's performance standards in Titles IIA (77%-Basic Adult) and IIC (82%-Basic Youth) Subpart Programs have been "met and exceeded". In California, five or more of those six Title II standards must be surpassed in order to be judged "met and exceeded.". Five of the six standards specified for San Francisco's PY'97 Title II Programs were "exceeded," but the amount of its PY'97 Titles IIA-IIC (5% Incentive) award has not yet been announced.

There are no incentive awards for "meeting and exceeding" the performance standards for the Title III (60% Formula) Subpart Program.

Immediately attached are (on page 3) the characteristics of several selected age stratifications of San Francisco's subpopulation that the State estimated would be eligible for JTPA Title II Programs in PY'97 and the enrollment goals that were established (based on those estimates) for each of the corresponding major JTPA Title II Subpart Programs in its PY'97-'99 Job Training Plan, (on page 4) comparisons between each enrollment goal (in the "plan" column) and the corresponding actual enrollments recorded in PY'97, and (on pages 5 through 10) comparisons between the characteristics of those enrolled in training and of those placed on jobs after training for each of ten JTPA Titles II and III Subpart Programs during PY'97 regardless of whether an enrollment goal had been established for it.

Subsequently attached are detailed performance data for each Subpart Program and Prime Subcontractor authorized in it and for the occupations targeted for training and placement efforts.

Please contact Raymond Holland or me if you have any questions or comments about this report.

cc: Members, PIC Evaluation Committee
 Members, PIC Planning Committee
 PIC, Mayor's and SF DHS Staffs
 PIC Subcontractors

Bill Burke, EDD/JTPD
 Irene Martinez, EDD/JTPD
 Mary Ann Goodwin, CDE

ENROLLMENT GOALS FOR SAN FRANCISCO'S PY97-99 JOB TRAINING PLANS

SIGNIFICANT SEGMENTS	CA EDD/MLD & SF DHS: ESTIMATED TITLE II ELIGIBLES				APPROVED ENROLLMENT GOALS			
	1990 CENSUS TOTAL POP. (A)	CA EDD/MLD ELIGIBLES AGES 14-21 (C)	SF DHS: ELIGIBLES AGES 16-21 (D)	ELIGIBLES AGES 22-72 (E)	ELIGIBLES AGES 55-72 (F)	TITLE IA (77%) (53%-OIP) (G)	TITLE IB (SYETP) (C)	TITLE IC (82%) (D)
Total Number	723,959	10,540	7,654	68,684	61,030	12,278	780	780
Universe	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Females	49.9%	* 53.2%	* 51.9%	58.9%	54.1%	60.4%	* 53%	* 52%
* [Women in Non-trad. Jobs]	[NA]	[NA]	[NA]	[NA]	[NA]	[5%]	[3%]	[3%]
Males	50.1%	* 46.8%	* 48.1%	46.1%	45.9%	39.6%	37%	* 48%
Ages, 14-15	1.6%	27.4%	100.0%	11.1%	20.1%	100.0%	..	39%
Ages, 16-21	6.8%	72.6%	..	71.0%	79.9%	61%
Ages, 22-54	55.6%	17.9%	100%
Ages, 55+	23.3%
Am. Indian + AK Nat. (NH) /1.	0.4%	0.7%	1.0%	0.6%	0.6%	0.3%	1%	1%
Asian + Pacific Islander	28.4%	33.6%	29.6%	27.8%	27.6%	37.1%	39%	37%
* [Asian-Indian]	[0.4%]	[NA]	[NA]	[NA]	[NA]	[1%]	[1%]	[1%]
* [Chinese]	[17.6%]	[NA]	[NA]	[NA]	[NA]	[24%]	[23%]	[22%]
* [Cambodian]	[0.2%]	[NA]	[NA]	[NA]	[NA]	[0%]	[0%]	[0%]
* [Filipino]	[5.9%]	[NA]	[NA]	[NA]	[NA]	[8%]	[8%]	[8%]
* [Hawaiian]	[0.1%]	[NA]	[NA]	[NA]	[NA]	[0%]	[0%]	[0%]
* [Japanese]	[1.7%]	[NA]	[NA]	[NA]	[NA]	[2%]	[3%]	[2%]
* [Korean]	[0.9%]	[NA]	[NA]	[NA]	[NA]	[1%]	[2%]	[1%]
* [Samoaan]	[0.3%]	[NA]	[NA]	[NA]	[NA]	[1%]	[1%]	[0%]
* [Vietnamese]	[1.3%]	[NA]	[NA]	[NA]	[NA]	[2%]	[2%]	[2%]
* [Other Asian/P]	[0.0%]	[NA]	[NA]	[NA]	[NA]	[0%]	[0%]	[0%]
Blacks (NH) /1.	10.5%	24.9%	23.1%	19.7%	19.2%	16.4%	28%	33%
* [Black Males]	[NA]	[NA]	[NA]	[NA]	[NA]	[15%]	[10%]	[10%]
Hispanic (NH) /1.	13.9%	23.0%	25.8%	18.2%	17.2%	11.1%	23%	16%
Whites (NH) /1.	46.6%	17.8%	20.4%	33.7%	35.4%	9%	7%	5%
Others (NH) /1.	0.2%	0%	0%	1%
Pub. Ass't. Recipient /3.
* [AFDC Recipient]	4.5%	46.7%	39.3%	19.2%	19.4%	3.6%	[4%]	[38%]
* [GA Recipient]	1.6%	3.1%	5.8%	16.5%	17.8%	20.5%	[20%]	[6%]
* [RCA Recipient]	[NA]	[NA]	[NA]	[NA]	[NA]	[NA]	[NA]	[NA]
* [SSI Recipient]	[NA]	[NA]	[NA]	[NA]	[NA]	[NA]	[NA]	[NA]
Food Stamp Recipient
Disabled
Homeless
Hard-To-Serve Adults
Hard-To-Serve Youths
* [School Dropouts]	[NA]	15.4%	18.9%	32.6%	34.3%	54.3%	[4%]	[75%]
Lim English Proficient	[NA]	16.4%	15.5%	24.2%	25.2%	39.1%	30%	30%
Veterans	[NA]	[NA]	[NA]	[NA]	[NA]	[NA]	[NA]	[NA]

TBD means "To Be Determined" - NH means "Not Household" - NA means "Not Available" and NA means "Not data and further available not relevant" and .. means revised EDD/MLD data and proposed revised enrollment goals

2. means that the data and further available not relevant and .. means revised EDD/MLD data and proposed revised enrollment goals

Column B G data for AFDC & GA from SF DHS (Rev07) Case Data System Sep 1996

ACTUAL VS PLANNED PARTICIPANT CHARACTERISTICS

REPORT PERIOD: 07/01/97 THROUGH 06/30/98

CHARACTERISTICS	IIA 77% ADULTS		IIC 82% YOUTHS		IIA 5% OLD.IND.		IIB SYETP	
	PLAN	ACTUAL	PLAN	ACTUAL	PLAN	ACTUAL	PLAN	ACTUAL
TOTAL	574	555	68	73	99	90	1302	1342
Females	52%	61%	52%	71%	63%	53%	53%	56%
Males	48%	39%	48%	29%	37%	47%	47%	44%
Age: 14-15	0%	0%	0%	0%	0%	0%	39%	46%
Age: 16-21	0%	0%	100%	100%	0%	0%	61%	54%
Age: 22-54	91%	97%	0%	0%	0%	0%	0%	0%
Age: 55 +	9%	3%	0%	0%	100%	100%	0%	0%
AsianInd(NH)	1%	1%	1%	0%	0%	0%	1%	0%
Asian+PacIsInd	39%	28%	37%	15%	49%	93%	37%	39%
Asian-India	1%	1%	1%	0%	1%	0%	1%	1%
Chinese	24%	12%	23%	8%	30%	64%	23%	25%
Cambodian	0%	0%	0%	0%	0%	0%	0%	3%
Filipino	8%	2%	8%	6%	10%	2%	8%	2%
Hawaiian	0%	0%	0%	0%	0%	0%	0%	0%
Japanese	2%	0%	2%	0%	3%	0%	2%	0%
Korean	1%	11%	1%	0%	2%	27%	1%	1%
Samoan	1%	1%	0%	1%	1%	0%	0%	0%
Vietnamese	2%	1%	2%	0%	2%	0%	2%	7%
Blacks (NH)	28%	27%	30%	19%	28%	0%	33%	36%
Hispanic (NAPL)	23%	20%	24%	62%	16%	1%	24%	20%
Whites (NH)	9%	24%	8%	4%	7%	6%	5%	5%
Others (NH)	0%	0%	1%	0%	0%	0%	0%	0%
Pub. Asst. Rec.	50%	41%	45%	17%	24%	18%	50%	27%
AFDC Recip.	18%	19%	39%	10%	4%	0%	47%	26%
SSI Recip.	1%	4%	0%	1%	0%	13%	0%	1%
GA/RCA Rec.	7%	19%	6%	6%	20%	5%	3%	0%
Food Stmp Rec.	10%	39%	10%	18%	10%	5%	10%	29%
Disabled	10%	12%	10%	4%	5%	2%	10%	16%
Homeless	5%	10%	5%	3%	5%	0%	5%	0%
HTS Adults	80%	92%	NA	NA	65%	99%	NA	NA
HTS Youths	NA	NA	80%	100%	NA	NA	80%	98%
Sch. Dropouts	NA	12%	75%	41%	NA	50%	20%	1%
Lim. Eng. Prof.	30%	35%	30%	15%	30%	86%	10%	20%
Veterans	9%	6%	2%	0%	14%	0%	0%	0%

There are no enrollment goals established for Title IIAC 5% Incentive, Title IIAC 8%-50% SECG-GAIN, IIAC 8%-30% AND, IIAC 8%-30% JVS-LVN, IIAC 8%-30% SFUSD-STC, Title IIIA Formula Allocation, and Title IIIA 40% Base Closures.

CHARACTERISTICS GROUP DESCRIPTIONS	220-IIA 77% ADULT				270-IIC 82% YOUTH			
	ALL ENROLLED		ALL PLACED		ALL ENROLLED		ALL PLACED	
	NUMBR	PERCENT	NUMBR	PERCENT	NUMBR	PERCENT	NUMBR	PERCENT
TOTAL	555	100.0%	282	100.0%	73	100.0%	38	100.0%
GENDER								
FEMALE	339	61.1%	169	59.9%	52	71.2%	25	65.8%
MALE	216	38.9%	113	40.1%	21	28.8%	13	34.2%
AGE								
14 - 15	0	0.0%	0	0.0%	0	0.0%	0	0.0%
16 - 17	0	0.0%	0	0.0%	11	15.1%	7	18.4%
18 - 21	0	0.0%	0	0.0%	62	84.9%	31	81.6%
22 - 29	169	30.5%	101	35.8%	0	0.0%	0	0.0%
30 - 44	273	49.2%	130	46.1%	0	0.0%	0	0.0%
45 - 54	97	17.5%	47	16.7%	0	0.0%	0	0.0%
55 AND UP	16	2.9%	4	1.4%	0	0.0%	0	0.0%
SCHOOL DROP OUTS	68	12.3%	35	12.4%	30	41.1%	18	47.4%
RACE/ETHNIC GROUP								
WHITE (N.H.)	131	23.6%	64	22.7%	3	4.1%	1	2.6%
BLACK (N.H.)	151	27.2%	72	25.5%	14	19.2%	4	10.5%
HISPANIC	112	20.2%	54	19.1%	45	61.6%	29	76.3%
AM.IND./ALAS. NAT.	5	0.9%	3	1.1%	0	0.0%	0	0.0%
ASIAN/PACIFIC ISL.	156	28.1%	89	31.6%	11	15.1%	4	10.5%
(FILIPINO)	12	2.2%	4	1.4%	4	5.5%	2	5.3%
(CHINESE)	67	12.1%	31	11.0%	6	8.2%	2	5.3%
(JAPANESE)	0	0.0%	0	0.0%	0	0.0%	0	0.0%
(KOREAN)	58	10.5%	45	16.0%	0	0.0%	0	0.0%
(OTHER ASIAN)	12	2.2%	6	2.1%	0	0.0%	0	0.0%
(OTHER PACIF.)	7	1.3%	3	1.1%	1	1.4%	0	0.0%
LIM. ENG. SPR. ABIL.	192	34.6%	106	37.6%	11	15.1%	4	10.5%
DISABLED	64	11.5%	27	9.6%	3	4.1%	0	0.0%
EX-OFFENDERS	52	9.4%	28	9.9%	2	2.7%	1	2.6%
SINGLE PARENTS	140	25.2%	59	20.9%	18	24.7%	8	21.1%
PUBLIC ASST. RECIPIENT	230	41.4%	101	35.8%	12	16.4%	3	7.9%
AFDC	103	18.6%	40	14.2%	7	9.6%	3	7.9%
SSI/SSP	24	4.3%	9	3.2%	1	1.4%	0	0.0%
GA/RCA	104	18.7%	53	18.8%	4	5.5%	0	0.0%
FOOD STAMP RECIPIENT	214	38.6%	93	33.0%	13	17.8%	4	10.5%
TOTAL VETERANS	33	5.9%	21	7.4%	0	0.0%	0	0.0%
VIETNAM ERA	13	2.3%	10	3.5%	0	0.0%	0	0.0%
HOMELESS	57	10.3%	30	10.6%	2	2.7%	0	0.0%
HARD-TO-SERVE INDIV.	510	91.9%	251	89.0%	73	100.0%	38	100.0%
ECON. DISADVANTAGED	547	98.6%	279	98.9%	71	97.3%	37	97.4%

PRIVATE INDUSTRY COUNCIL OF SAN FRANCISCO, INC.
 CUMULATIVE CHARACTERISTICS REPORT
 For ALL Enrolled and Placed Participants
 For All JTPA Subgrants
 PERIOD: 07/01/1997 TO 06/30/1998

 Oct 06 1998
 04:38pm

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CHARACTERISTICS GROUP DESCRIPTIONS	230-IIA 5% OLDER INDIVIDUAL				110-II/C 5% INCENTIVE			
	ALL ENROLLED NUMBR	PERCENT	ALL PLACED NUMBR	PERCENT	ALL ENROLLED NUMBR	PERCENT	ALL PLACED NUMBR	PERCENT
TOTAL	90	100.0%	69	100.0%	84	100.0%	0	0.0%
GENDER								
FEMALE	48	53.3%	35	50.7%	45	53.6%	0	0.0%
MALE	42	46.7%	34	49.3%	39	46.4%	0	0.0%
AGE								
14 - 15	0	0.0%	0	0.0%	25	29.8%	0	0.0%
16 - 17	0	0.0%	0	0.0%	44	52.4%	0	0.0%
18 - 21	0	0.0%	0	0.0%	3	3.6%	0	0.0%
22 - 29	0	0.0%	0	0.0%	1	1.2%	0	0.0%
30 - 44	0	0.0%	0	0.0%	6	7.1%	0	0.0%
45 - 54	0	0.0%	0	0.0%	3	3.6%	0	0.0%
55 AND UP	90	100.0%	69	100.0%	2	2.4%	0	0.0%
SCHOOL DROP OUTS	45	50.0%	43	62.3%	3	3.6%	0	0.0%
RACE/ETHNIC GROUP								
WHITE (N.H.)	5	5.6%	1	1.4%	7	8.3%	0	0.0%
BLACK (N.H.)	0	0.0%	0	0.0%	52	61.9%	0	0.0%
HISPANIC	1	1.1%	0	0.0%	10	11.9%	0	0.0%
AM. IND./ALAS. NAT.	0	0.0%	0	0.0%	0	0.0%	0	0.0%
ASIAN/PACIFIC ISL.	84	93.3%	68	98.6%	15	17.9%	0	0.0%
(FILIPINO)	2	2.2%	1	1.4%	1	1.2%	0	0.0%
(CHINESE)	58	64.4%	53	76.8%	5	6.0%	0	0.0%
(JAPANESE)	0	0.0%	0	0.0%	0	0.0%	0	0.0%
(KOREAN)	24	26.7%	14	20.3%	0	0.0%	0	0.0%
(OTHER ASIAN)	0	0.0%	0	0.0%	7	8.3%	0	0.0%
(OTHER PACIF.)	0	0.0%	0	0.0%	2	2.4%	0	0.0%
LIM. ENG. SPR. ABIL.	77	85.6%	65	94.2%	2	2.4%	0	0.0%
DISABLED	2	2.2%	1	1.4%	9	10.7%	0	0.0%
EX-OFFENDERS	0	0.0%	0	0.0%	5	6.0%	0	0.0%
SINGLE PARENTS	0	0.0%	0	0.0%	3	3.6%	0	0.0%
PUBLIC ASST. RECIPNT	16	17.8%	7	10.1%	48	57.1%	0	0.0%
AFDC	0	0.0%	0	0.0%	41	48.8%	0	0.0%
SSI/SSP	12	13.3%	6	8.7%	3	3.6%	0	0.0%
GA/RCA	4	4.4%	1	1.4%	4	4.8%	0	0.0%
FOOD STAMP RECIPNT	4	4.4%	1	1.4%	47	56.0%	0	0.0%
TOTAL VETERANS	0	0.0%	0	0.0%	0	0.0%	0	0.0%
VIETNAM ERA	0	0.0%	0	0.0%	0	0.0%	0	0.0%
HOMELESS	0	0.0%	0	0.0%	1	1.2%	0	0.0%
HARD-TO-SERVE INDIV.	89	98.9%	69	100.0%	80	95.2%	0	0.0%
ECON. DISADVANTAGED	90	100.0%	69	100.0%	83	98.8%	0	0.0%

CHARACTERISTICS GROUP DESCRIPTIONS	181-IIA/C 8%-50% SECG/GAIN ALL ENROLLED NUMBR PERCENT				187-IIA/C 8%-30% SECG-AND ALL ENROLLED NUMBR PERCENT			
	ALL PLACED NUMBR PERCENT	ALL PLACED NUMBR PERCENT	ALL PLACED NUMBR PERCENT	ALL PLACED NUMBR PERCENT	ALL PLACED NUMBR PERCENT	ALL PLACED NUMBR PERCENT	ALL PLACED NUMBR PERCENT	ALL PLACED NUMBR PERCENT
TOTAL	41 100.0%	13 100.0%	34 100.0%	27 100.0%				
GENDER								
FEMALE	41 100.0%	13 100.0%	6 17.6%	4 14.8%				
MALE	0 0.0%	0 0.0%	28 82.4%	23 85.2%				
AGE								
14 - 15	0 0.0%	0 0.0%	0 0.0%	0 0.0%				
16 - 17	0 0.0%	0 0.0%	4 11.8%	2 7.4%				
18 - 21	3 7.3%	0 0.0%	9 26.5%	7 25.9%				
22 - 29	19 46.3%	7 53.8%	10 29.4%	8 29.6%				
30 - 44	15 36.6%	6 46.2%	9 26.5%	8 29.6%				
45 - 54	4 9.8%	0 0.0%	2 5.9%	2 7.4%				
55 AND UP	0 0.0%	0 0.0%	0 0.0%	0 0.0%				
SCHOOL DROP OUTS	16 39.0%	5 38.5%	9 26.5%	6 22.2%				
RACE/ETHNIC GROUP								
WHITE (N.H.)	2 4.9%	0 0.0%	6 17.6%	6 22.2%				
BLACK (N.H.)	28 68.3%	8 61.5%	16 47.1%	12 44.4%				
HISPANIC	7 17.1%	4 30.8%	9 26.5%	7 25.9%				
AM. IND. /ALAS. NAT.	2 4.9%	0 0.0%	0 0.0%	0 0.0%				
ASIAN/PACIFIC ISL.	2 4.9%	1 7.7%	3 8.8%	2 7.4%				
(FILIPINO)	1 2.4%	0 0.0%	1 2.9%	1 3.7%				
(CHINESE)	0 0.0%	0 0.0%	0 0.0%	0 0.0%				
(JAPANESE)	0 0.0%	0 0.0%	0 0.0%	0 0.0%				
(KOREAN)	0 0.0%	0 0.0%	0 0.0%	0 0.0%				
(OTHER ASIAN)	1 2.4%	1 7.7%	1 2.9%	0 0.0%				
(OTHER PACIF.)	0 0.0%	0 0.0%	1 2.9%	1 3.7%				
LIM. ENG. SPR. ABIL.	0 0.0%	0 0.0%	0 0.0%	0 0.0%				
DISABLED	0 0.0%	0 0.0%	1 2.9%	1 3.7%				
EX-OFFENDERS	3 7.3%	1 7.7%	7 20.6%	7 25.9%				
SINGLE PARENTS	35 85.4%	10 76.9%	3 8.8%	2 7.4%				
PUBLIC ASST. RECIPIENT	41 100.0%	13 100.0%	9 26.5%	7 25.9%				
AFDC	41 100.0%	13 100.0%	2 5.9%	1 3.7%				
SSI/SSP	0 0.0%	0 0.0%	1 2.9%	1 3.7%				
GA/RCA	0 0.0%	0 0.0%	6 17.6%	5 18.5%				
FOOD STAMP RECIPIENT	41 100.0%	13 100.0%	9 26.5%	6 22.2%				
TOTAL VETERANS	0 0.0%	0 0.0%	1 2.9%	0 0.0%				
VIETNAM ERA	0 0.0%	0 0.0%	0 0.0%	0 0.0%				
HOMELESS	0 0.0%	0 0.0%	1 2.9%	1 3.7%				
HARD-TO-SERVE INDIV.	41 100.0%	13 100.0%	29 85.3%	23 85.2%				
ECON. DISADVANTAGED	41 100.0%	13 100.0%	33 97.1%	26 96.3%				

CHARACTERISTICS GROUP DESCRIPTIONS	190-IIA/C8%-30%SECG-SFUSD-STC ALL ENROLLED NUMBR PERCENT				191-IIA/C 8%-30% CDE-JVS-LVN ALL ENROLLED NUMBR PERCENT			
TOTAL	135 100.0%		0 0.0%		35 100.0%		15 100.0%	
GENDER								
FEMALE	81 60.0%		0 0.0%		31 88.6%		13 86.7%	
MALE	54 40.0%		0 0.0%		4 11.4%		2 13.3%	
AGE								
14 - 15	2 1.5%		0 0.0%		0 0.0%		0 0.0%	
16 - 17	105 77.8%		0 0.0%		0 0.0%		0 0.0%	
18 - 21	28 20.7%		0 0.0%		1 2.9%		1 6.7%	
22 - 29	0 0.0%		0 0.0%		11 31.4%		4 26.7%	
30 - 44	0 0.0%		0 0.0%		15 42.9%		7 46.7%	
45 - 54	0 0.0%		0 0.0%		8 22.9%		3 20.0%	
55 AND UP	0 0.0%		0 0.0%		0 0.0%		0 0.0%	
SCHOOL DROP OUTS	0 0.0%		0 0.0%		0 0.0%		0 0.0%	
RACE/ETHNIC GROUP								
WHITE (N.H.)	5 3.7%		0 0.0%		33 94.3%		14 93.3%	
BLACK (N.H.)	89 65.9%		0 0.0%		1 2.9%		1 6.7%	
HISPANIC	21 15.6%		0 0.0%		0 0.0%		0 0.0%	
AM. IND./ALAS. NAT.	1 0.7%		0 0.0%		0 0.0%		0 0.0%	
ASIAN/PACIFIC ISL.	19 14.1%		0 0.0%		1 2.9%		0 0.0%	
(FILIPINO)	2 1.5%		0 0.0%		1 2.9%		0 0.0%	
(CHINESE)	8 5.9%		0 0.0%		0 0.0%		0 0.0%	
(JAPANESE)	0 0.0%		0 0.0%		0 0.0%		0 0.0%	
(KOREAN)	0 0.0%		0 0.0%		0 0.0%		0 0.0%	
(OTHER ASIAN)	7 5.2%		0 0.0%		0 0.0%		0 0.0%	
(OTHER PACIF.)	2 1.5%		0 0.0%		0 0.0%		0 0.0%	
LIM. ENG. SPR. ABIL.	4 3.0%		0 0.0%		33 94.3%		14 93.3%	
DISABLED	19 14.1%		0 0.0%		1 2.9%		0 0.0%	
EX-OFFENDERS	4 3.0%		0 0.0%		0 0.0%		0 0.0%	
SINGLE PARENTS	5 3.7%		0 0.0%		3 8.6%		1 6.7%	
PUBLIC ASST. RECIPIENT	50 37.0%		0 0.0%		24 68.6%		11 73.3%	
AFDC	49 36.3%		0 0.0%		18 51.4%		9 60.0%	
SSI/SSP	1 0.7%		0 0.0%		0 0.0%		0 0.0%	
GA/RCA	0 0.0%		0 0.0%		6 17.1%		2 13.3%	
FOOD STAMP RECIPIENT	53 39.3%		0 0.0%		28 80.0%		10 66.7%	
TOTAL VETERANS	0 0.0%		0 0.0%		0 0.0%		0 0.0%	
VIETNAM ERA	0 0.0%		0 0.0%		0 0.0%		0 0.0%	
HOMELESS	0 0.0%		0 0.0%		0 0.0%		0 0.0%	
HARD-TO-SERVE INDIV.	135 100.0%		0 0.0%		35 100.0%		15 100.0%	
ECON. DISADVANTAGED	134 99.3%		0 0.0%		35 100.0%		15 100.0%	

CHARACTERISTICS GROUP DESCRIPTIONS	515-III A 60% EDWAA FA ALL ENROLLED ALL PLACED				590-III A 40% MIL. BASE CLOSUR ALL ENROLLED ALL PLACED			
	NUMBR	PERCENT	NUMBR	PERCENT	NUMBR	PERCENT	NUMBR	PERCENT
TOTAL	469	100.0%	172	100.0%	23	100.0%	11	100.0%
GENDER								
FEMALE	315	67.2%	120	69.8%	17	73.9%	8	72.7%
MALE	154	32.8%	52	30.2%	6	26.1%	3	27.3%
AGE								
14 - 15	0	0.0%	0	0.0%	0	0.0%	0	0.0%
16 - 17	0	0.0%	0	0.0%	0	0.0%	0	0.0%
18 - 21	9	1.9%	7	4.1%	0	0.0%	0	0.0%
22 - 29	49	10.4%	23	13.4%	4	17.4%	2	18.2%
30 - 44	232	49.5%	78	45.3%	10	43.5%	5	45.5%
45 - 54	130	27.7%	50	29.1%	6	26.1%	3	27.3%
55 AND UP	49	10.4%	14	8.1%	3	13.0%	1	9.1%
SCHOOL DROP OUTS	75	16.0%	29	16.9%	1	4.3%	1	9.1%
RACE/ETHNIC GROUP								
WHITE (N.H.)	133	28.4%	46	26.7%	4	17.4%	2	18.2%
BLACK (N.H.)	79	16.8%	29	16.9%	9	39.1%	3	27.3%
HISPANIC	109	23.2%	40	23.3%	2	8.7%	1	9.1%
AM. IND./ALAS. NAT.	5	1.1%	0	0.0%	0	0.0%	0	0.0%
ASIAN/PACIFIC ISL.	143	30.5%	57	33.1%	8	34.8%	5	45.5%
(FILIPINO)	23	4.9%	6	3.5%	6	26.1%	3	27.3%
(CHINESE)	102	21.7%	42	24.4%	1	4.3%	1	9.1%
(JAPANESE)	1	0.2%	0	0.0%	0	0.0%	0	0.0%
(KOREAN)	1	0.2%	1	0.6%	0	0.0%	0	0.0%
(OTHER ASIAN)	15	3.2%	8	4.7%	1	4.3%	1	9.1%
(OTHER PACIF.)	1	0.2%	0	0.0%	0	0.0%	0	0.0%
LIM. ENG. SPR. ABIL.	127	27.1%	49	28.5%	1	4.3%	1	9.1%
DISABLED	4	0.9%	1	0.6%	0	0.0%	0	0.0%
EX-OFFENDERS	26	5.5%	13	7.6%	1	4.3%	0	0.0%
SINGLE PARENTS	64	13.6%	24	14.0%	2	8.7%	0	0.0%
PUBLIC ASST. RECIPIENT								
AFDC	56	11.9%	23	13.4%	0	0.0%	0	0.0%
SSI/SSP	19	4.1%	8	4.7%	0	0.0%	0	0.0%
GA/RCA	1	0.2%	0	0.0%	0	0.0%	0	0.0%
FOOD STAMP RECIPIENT	36	7.7%	15	8.7%	0	0.0%	0	0.0%
	54	11.5%	22	12.8%	0	0.0%	0	0.0%
TOTAL VETERANS	17	3.6%	7	4.1%	2	8.7%	1	9.1%
VIETNAM ERA	8	1.7%	4	2.3%	0	0.0%	0	0.0%
HOMELESS	94	20.0%	48	27.9%	0	0.0%	0	0.0%
HARD-TO-SERVE INDIV.	25	5.3%	12	7.0%	0	0.0%	0	0.0%
ECON. DISADVANTAGED	265	56.5%	106	61.6%	3	13.0%	3	27.3%

REPORT:CCR_RPT

PRIVATE INDUSTRY COUNCIL OF SAN FRANCISCO, INC.

Oct 08 1998

CUMULATIVE CHARACTERISTICS REPORT

04:24pm

Page : 1

For ALL Enrolled and Placed Participants

For All JTPA Subgrants

PERIOD: 10/01/1997 TO 09/30/1998

CHARACTERISTICS GROUP DESCRIPTIONS	335-IIB SYETP			
	ALL ENROLLED NUMBR	PERCENT	ALL PLACED NUMBR	PERCENT
TOTAL	1342	100.0%	1	100.0%
GENDER				
FEMALE	758	56.5%	1	100.0%
MALE	584	43.5%	0	0.0%
AGE				
14 - 15	623	46.4%	0	0.0%
16 - 17	567	42.3%	1	100.0%
18 - 21	152	11.3%	0	0.0%
22 - 29	0	0.0%	0	0.0%
30 - 44	0	0.0%	0	0.0%
45 - 54	0	0.0%	0	0.0%
55 AND UP	0	0.0%	0	0.0%
SCHOOL DROP OUTS	6	0.4%	0	0.0%
RACE/ETHNIC GROUP				
WHITE (N.H.)	66	4.9%	0	0.0%
BLACK (N.H.)	481	35.8%	1	100.0%
HISPANIC	272	20.3%	0	0.0%
AM. IND./ALAS. NAT.	4	0.3%	0	0.0%
ASIAN/PACIFIC ISL.	519	38.7%	0	0.0%
(FILIPINO)	26	1.9%	0	0.0%
(CHINESE)	339	25.3%	0	0.0%
(JAPANESE)	1	0.1%	0	0.0%
(KOREAN)	9	0.7%	0	0.0%
(OTHER ASIAN)	137	10.2%	0	0.0%
(OTHER PACIF.)	7	0.5%	0	0.0%
LIM. ENG. SPR. ABIL.	271	20.2%	0	0.0%
DISABLED	211	15.7%	1	100.0%
EX-OFFENDERS	9	0.7%	0	0.0%
SINGLE PARENTS	10	0.7%	0	0.0%
PUBLIC ASST. RECIPNT	364	27.1%	1	100.0%
AFDC	354	26.4%	1	100.0%
SSI/SSP	10	0.7%	0	0.0%
GA/RCA	2	0.1%	0	0.0%
FOOD STAMP RECIPNT	387	28.8%	1	100.0%
TOTAL VETERANS	0	0.0%	0	0.0%
VIETNAM ERA	0	0.0%	0	0.0%
HOMELESS	2	0.1%	0	0.0%
HARD-TO-SERVE INDIV.	1321	98.4%	1	100.0%
ECON. DISADVANTAGED	1342	100.0%	1	100.0%



PRIVATE INDUSTRY COUNCIL
of San Francisco, Inc.
MEMORANDUM

TO: ALL COUNCIL MEMBERS
MEMBERS, PIC EVALUATION COMMITTEE
MEMBERS, PIC PLANNING COMMITTEE
ALL PIC SUBCONTRACTORS

DATE: NOVEMBER 19, 1998

FROM: STEVE ARCELONA, PRESIDENT

SUBJECT: DETAILED SUMMARY OF THE PIC'S JOB TRAINING PARTNERSHIP ACT (JTPA)
PROGRAM STATISTICS FOR PROGRAM YEAR 1997 (PY'97).

This report is an attachment to the executive summary, also dated today. The executive summary shows simply how many JTPA dollars were spent, how many JTPA-eligible persons were enrolled, terminated, placed and, in a format similar to that required by the State, what their planned and actual characteristics were in each of the eleven separate JTPA programs that were administered by the PIC in Program Year 1997 (from July 1997 to June 1998). That summary also shows, for just the "Basic JTPA Title IIA 77% Basic Adult, IIC 82% Basic Youth Programs, and the Title IIIA (60%-formula)" the actual compared to standard for PY'97 performance.

This report provides added details to those data contained in the executive summary. The report is divided into the following four color-coded sections:

- The first section (green) of this report includes an alphabetized list of the names of the Title II and Title III PIC subcontractors, cross-referenced by the acronyms used for each of those organizations in the rest of this report, followed by generic descriptions of those organizations' JTPA programs and of the JTPA program activities (or training technologies) within which those various programs have been classified. The various sources of monies used from sources other than JTPA in these programs are also described on the last page of this section.
- The second section (tan) displays both actual and planned data for selected characteristics of PY'97 enrollees at the levels of individual program subparts and of individual PIC subcontracts. Planned figures were derived from each PY'97 subcontract; those subcontract figures are based primarily, but not exclusively, on those that were originally proposed. For each "Title Total" the sum of all planned figures from the subcontracts should approximate the corresponding PY'97 enrollment goal (expressed as a percentage of total) originally approved by the Mayor and the PIC. The database for both the participants and terminées contains almost twice the number of characteristics displayed in these reports.
- The third section (yellow) of this report contains the basic program performance and benefit/cost data for individual PIC subcontractors, for individual program subparts, and where appropriate, for different common program activities (or training technologies) within the program subparts. The period reflected for these data is twelve months, which incorporates the participants who were placed or terminated after June 30 for the PY'96 and the twelve months of PY'97 (by the end of which all training was generally scheduled to be completed). Any placements or terminations after July 1, 1998 are not included in this report, except Title IIAC 8% - 30% projects closeout.

In the "expenditures" section of this report form, the "total budget" figures reflect the amount comprehended in that subcontract or subgrant. "Total JTPA expenditures" reflect the total monies spent with respect to that subcontract from both the account set aside for the subcontractor's payments and from various other PIC set aside accounts related to that subcontract.

These set aside accounts are for OJT subcontracts with employees developed by the "prime" subcontractor and for childcare, medical, and transportation services provided to participants in the subcontractor's program. As a consequence, for some subcontracts the amount of "total JTPA expenditures" exceeds the amount of the "total budget."

A dollar amount shown in the "non-JTPA expenditures" line-item indicates that expenses were incurred by that subcontractor or on behalf of that subcontractor's program from sources other than that JTPA subcontract. An "NA" indicates that the subcontractor has still not reported the amount of those expenses, if any, incurred from sources other than JTPA for the subcontracted program; as a result, for each of these subcontractors, the PY'97 record is still incomplete.

- Benefit/cost factors are relative measures having little, if any, intrinsic value of their own. They are computed by dividing the annualized amount of gross wages which would be earned in all of the recorded placements for that subcontract, by the total amount of expenditures within the period for which placements were recorded for that subcontract.
- The fourth section (grey) contains the occupational classification data for all job placements recorded in the twelve-month period; the data are broken-down by individual program subparts. Altogether, job placements were recorded in the following numbers of occupational classifications for the following program subparts: JTPA Title IIA-77% Basic Adult program (87 occupational classifications); JTPA Title IIC-82% Basic Youth programs (14 occupational classifications); JTPA Title IIA-5% Older Individuals program (7 occupational classifications); JTPA Title IIA/C-8%-30% SECG-GAIN program (4 occupational classification); JTPA Title IIA/C 8%-30% Asian Neighborhood Design School-to-Work project (11 occupational classifications); Jewish Vocational Service LVN project (4 occupational classification); JTPA Title IIIA 40% Presidio Military Base Closure (Presidio) program (9 occupational classifications); JTPA Title III Formula Allocation program (63 occupational classifications). These data are in an order by the number of placements which occurred in each Occupational Employment Statistics (OES) occupational classification.

Special cross-tabulations, stratifications, and even more detailed data can be and are being produced from this database upon request; please let us know what you would like to see.

More detailed data on the 1997 JTPA Title IIB SYETP (Summer Youth Employment and Training Program) will be published shortly along with a thorough written evaluation of each of the subcontracted programs.

Please let us know if you have any questions or comments about these reports.

QUICK CROSS REFERENCE LIST

ACRONYM	JTPA TITLE II SUBCONTRACTORS
AJ	Arriba Juntos
AND	Asian Neighborhood Design
CACS	Chinatown American Cooks School
CCSF	Children's Council of San Francisco
CCSF/JAC	City College of San Francisco-John Adams Campus
CRDC	Career Resources Development Center
EHH	Ella Hill Hutch Community Center
GLIDE	Glide Memorial Church
GWI	Goodwill Industries, Inc.
JVS	Jewish Vocational Service
KCI	Korean Center, Inc.
MHH/SOM	Mission Hiring Hall/South of Market Employment Center
MLVS	Mission Language and Vocational School
NCSL	Northern California Service League
PIC	Private Industry Council of San Francisco, Inc.
PMC	Public Media Center
REC	Renaissance Entrepreneurship Center
REP	Renaissance Experience Plus
SFUSD	San Francisco Unified School District
SFVS	San Francisco Vocational Services
SHE	Self-Help for the Elderly
STP	Swords to Plowshares
TFS	The Family School
TBC	Third Baptist Church
YCD	Young Community Developers, Inc.

ACRONYM	JTPA TITLE III SUBCONTRACTORS
ACC	Alameda Computer Center
ACT	Academy of Computer Technology
AJ/H	Arriba Juntos/Homeless
BRYMAN	Bryman School
CEA	Center for Electronic Art
CET	Center for Employment Training
CAI	Computer Arts Institute
CLC	Computer Learning Center
CSC	Computer Skills Center
ENET	Evernet
GLI/H	Glide Foundation/Homeless
HAFFP/H	Haight Ashbury Food Program/Homeless
ICS	Inner-City Services, Inc.
MCSF	Management College of San Francisco
MMSB	Miss Marty's School of Beauty
NTI	National Training Institute
NCSL/H	Northern California Service League/Homeless
OSC	Office Skills Center
PLATT	Platt College
SCE	School of Communications Electronics
SFST	San Francisco School of Travel
SFSU	San Francisco State University
SI	Sequoia Institute
WCC/SL	Western Career College/SL

This section describes the JTPA subcontractors for which PY'97 performance data are presented in Sections 3 and 4 of this report. The list is arranged alphabetically by the acronym used to identify the JTPA subcontractor in the statistical tables of Section 3 (or on Quick Cross-Reference list of this section, alphabetically by the name of the JTPA subcontractor).

Underneath the acronym for each JTPA subcontractor listed, the entry beginning with the word "Title" identifies the specific JTPA subgrant(s) used to finance that or those subcontract(s) in PY'97. Those different JTPA subgrants are described in item #30 on this list.

Unless otherwise indicated, the page number in brackets in each JTPA subcontractor's description refers to the page number of Section 3 of this report containing the PY'97 statistical performance data for that subcontract or subgrant.

All subcontract and subgrant descriptions are those which were in force on July 1st of 1997 (i.e., as originally executed or as modified).

1	AJ	Arriba Juntos -- a local community-based organization.
	Title IIA 77%	[Page 3] AJ provides recruitment, job development, low support and non-reimbursable on-the-job training opportunities in clerical, accounting and house-keeping occupations to economically disadvantaged persons who are 22 years and older with no specific job skills.
	Title IIA/C 8% GAIN	[Page 11] AJ provides basic skills and occupational classroom training to S.F. GAIN participants who are 22 years and older, with educational abilities between the 4th and 8th grade and then trains them to be Certified Nursing Assistants in a 12 month period.
2	AND	Asian Neighborhood Design -- a local community-based organization.
	Title IIA 77% Title IIC 82% Title IIA/C 8% AND	[Pages 2, 6 and 12] AND provides recruitment, occupational classroom training in construction and cabinet making occupations, and job development for economically disadvantaged individuals who are 17 years and older with emphasis on women for non-traditional employment. All Title IIA/C 8% SECG participants were co-enrolled with IIA 77% or IIC 82% program.
3	CACS	Chinatown American Cooks School -- a local community-based organization.
	Title IIA 77%	[Page 3] CACS provides job development and occupational classroom training for the food and beverage preparation and service industry to economically disadvantaged residents of San Francisco who are 22 years and older with limited or no previous job skills.
4	CCSF	Children's Council of San Francisco -- a local community-based organization designated by the California Superintendent of Public Instruction and the PIC as the "Child Care Resource and Referral Agency" for San Francisco under AB 1162.
	All Titles	[Page 4] CCSF procures and subsidizes, with JTPA funds, quality childcare services for parent-participants with children in any JTPA subgrant and subcontract.
5	CCSF/JAC	City College of San Francisco - John Adams Campus-- a local educational institution.
	Title IIA 77%	[Page 2] CCSF/JAC provides recruitment and occupational classroom training in computer, clerical, accounting and health-related occupations to San Francisco residents who are 22 years and older with a 10th grade educational level.
6	CES	Community Educational Services -- a local community-based organization.
	Title IIA 82%	[Page 6] CES provides recruitment, occupational English-as-a-Second Language classroom training and job development services in clerical occupations for limited English-speaking and economically disadvantaged youths between the ages of 18 and 21 with no work experience.

SECTION 1

7	CRDC	Career Resources Development Center -- a local community-based organization.
	Title IIA 77% Title IIC 82% (IR & OESL)	[Pages 1 and 6] CRDC provides recruitment, job development and occupational English-as-a-Second Language classroom training for limited English-speaking and economically disadvantaged residents of San Francisco in clerical and medical occupations and who are 18 years and older with limited or no clerical skills. Also provides individual referral training in high demand occupations including non-traditional jobs for women, for economically disadvantaged adults who are 22 years and older.
8	EHH	Ella Hill Hutch Community Center — a local community-based organization.
	Title IIA 77%	[Page 3] EHH provides recruitment, job development and occupational classroom training in the culinary field for economically disadvantaged adults who are 22 years and older.
9	Glide	Glide Memorial Church — a local community-based organization.
	Title IIA 77%	[Page 3] Glide provides recruitment, job development and occupational classroom training in computer and clerical skills for economically disadvantaged adults who are 22 years and older with limited job skills, or homeless and long-term unemployed individuals.
10	GWI	Goodwill Industries, Inc. — a local community-based organization.
	Title IIA 77%	[Page 3] GWI provides recruitment, job development and occupational classroom training in retail sales, retail merchandising, hotel and restaurant hospitality, or computer related occupations for economically disadvantaged adults who are 22 years and older with limited job skills.
11	JVS	Jewish Vocational Service -- a local community-based organization.
	Title IIA 77% (OJT & IR)	[Page 2] JVS provides job development services, low support on-the-job training in technical design and assembly occupations to refugees who are 22 years and older. Also provides individual referral training in technical or professional occupations.
	Title IIA/C 8% JVS-LVN	[Page 14] JVS provides recruitment, job development and occupational English-as-a Second Language classroom training for San Franciscans who are 18 years and older, with a special emphasis on refugees from the former Soviet Union for employment as a Licensed Vocational Nurse (LVN); training duration is seven (7) months.
12	KCI	Korean Center, Inc. -- a local community-based organization.
	Title IIA 77%	[Page 1] KCI provides recruitment, job development and occupational English-as-a-Second Language classroom training in clerical occupations for limited English-speaking and economically disadvantaged residents of San Francisco.
	Title IIA 5% OIP	[Page 8] KCI provides recruitment, job development and occupational English-as-a-Second Language classroom training in clerical occupations for limited English-speaking and economically disadvantaged residents of San Francisco, who are fifty-five (55) years and older.
13	MHH/SOMEc	Mission Hiring Hall/South of Market Employment Center – a local community based organization.
	Title IIA 77%	[Page 2] MHH/SOMEc provides recruitment, job development and occupational classroom training in offset printing and bindery with basic math and remedial education to economically disadvantaged residents of San Francisco who are 22 years and older.
14	MLVS	Mission Language & Vocational School -- a local community-based organization.
	Title IIA 77% Title IIC 82%	[Pages 1 and 6] MLVS provides recruitment, occupational English-as-a-Second Language classroom training and job development for limited English-speaking and economically disadvantaged residents of San Francisco who are 17 years and older in general clerical, computer terminal operations, word processing, typing and secretarial occupations.

SECTION 1

15	NCSL	Northern California Service League -- a local community-based organization
	Title IIA 77% (IRO & OJT)	[Page 2] NCSL provides recruitment, job development, low support on-the-Job training opportunities in clerical, sales and service occupations for ex-offenders and Black males who are economically disadvantaged adults age 22 and older and long term unemployed with limited opportunities to find employment.
16	OCT	Occupational Classroom Training [Page 5] one of the common PIC/JTPA program activities. This program activity is any training conducted in an institutional setting, designed to provide participants with technical skills and information required to perform a specific job or group of jobs. In several cases, basic education skills will also be provided as part of the curriculum. (All trainees will be eligible to receive a transportation allowance and child care assistance while receiving training, if required.) Aggregated financial and programmatic data for all subcontracts are listed on pages 2 and 5 of Section 3 for the program year 1997 for this program activity.
17	OESL	Occupational and English-as-a-Second Language Classroom Training [Page 5] one of the common PIC/JTPA program activities. This program activity is any training conducted in an institutional setting, designed to provide participants who are limited English-speaking with training, combining English language instruction and specific occupational skills instruction. (All trainees are eligible to receive a transportation allowance and child care assistance while receiving training, if required.) Aggregated financial and programmatic data for all subcontracts are listed on pages 1 and 5 of Section 3 for the program year 1997 for this program activity.
18	OJT	On-the-Job Training [Page 5] one of the common PIC/JTPA program activities. This program activity is any training conducted by an employer in a work environment on a "hire-first, train later" basis, designed to enable individuals to learn a bona fide skill and/or quality for a particular occupation through demonstration and practice. OJT may involve individuals at the entry level of employment. Payment to employers organized for profit is only made for the cost of training and supportive services which are over and above those normally provided by the employer. Direct subsidization of wages for participants is not an allowable expenditure. "Low-support" OJT provides only On-the-Job Training. "High-Support" OJT provides On-the-Job Training plus other "Classroom Training" such as job-related education, English-as-a-Second Language and supportive services. Aggregated financial and programmatic data for all subcontracts are listed on pages 4 and 5 of Section 3 for the program year 1997 for this program activity.
19	PIC	Private Industry Council of San Francisco, Inc. - a non-profit organization.
	All Titles	[Page 4] PIC Administration provides overall administrative services to the program systems for planning, development, monitoring, contracting, purchasing, accounting, data collection and reporting. PIC training provides overall information referral, career counseling, assessment, testing, job development and some job placement for applicant/walk-ins, primarily for young people between the ages of 16 and 24. The budget was financed under all JTPA subgrants.
20	PMC	Public Media Center -- a private non-profit public relations agency.
	All Titles	[Page 4] PMC provides employer outreach for all the PIC programs. It specializes in developing and marketing promotional materials for other non-profit organizations.
21	REC	Renaissance Entrepreneurship Center — a local community-based organization.
	Title IIA/C Incentive	[Page 9] REC provides classroom training for people interested in starting their own business. Training occurs in a 36-week period for economically disadvantaged adults who are 22 years and older with a minimum 8th grade level in reading and math.

SECTION 1

22	REP	Renaissance Experience Plus -- a private non-profit organization.
	Title IIA 5% OIP	[Page 8] REP provides occupational classroom training and job placement assistance in clerical, sales and service occupations for individuals fifty-five (55) years and older and who are economically disadvantaged.
23	SFUSD	San Francisco Unified School District -- a local educational institution.
	Title IIA/C 5% Incentive	[Page 9] SFUSD/STEP and PIC provide school year support (SYS) to the JTPA/STEP participants. The SYS services helps the participants perform better academically and socially during the school year. The SYS are usually counseling and tutoring services. Additional academic enrichment and work experience are provided for the youths for two summers through the Summer Youth Employment & Training Program.
	Title IIA/C 8% SFUSD-STW	[Page 13] SFUSD in collaboration with the Mayor's Youth Employment and Education Program provides a school-to-work training program for San Francisco's in-school youths who are currently in the 9th to 12th grades in the SFUSD.
24	SFVS	San Francisco Vocational Services -- a local community-based organization.
	Title IIA 77% (OJT & IR) Title IIC 82%	[Pages 3 and 6] SFVS provides recruitment, job development and occupational classroom training in clerical, data entry and accounting occupations for disabled residents of San Francisco who are 22 years and older. In addition, SFVS provides job development and low support on-the-job training in clerical occupations for disabled residents who are 20 years and older with limited job skills.
25	SHE	Self Help for the Elderly -- a local community-based organization.
	Title IIA 5% OIP	[Page 8] SHE provides recruitment, job development and occupational English-as-a-Second Language classroom training for economically disadvantaged persons fifty-five (55) years and older in housekeeping occupations.
26	STP	Swords to Plowshares -- a local community-based organization.
	Title IIA 77%	[Page 4] STP provides recruitment, job development, low support and non-reimbursable on-the-job training for economically disadvantaged and unemployed veterans in clerical, housekeeping, service, machine trade, bench work and structural work occupations. In addition, supportive services (e.g., emergency housing, food, clothing, mental health, job readiness and counseling) are provided.
27	TBC	Third Baptist Church -- a local community-based organization.
	Title IIA 77%	[Page 1] TBC provides individual referral training in food and health related occupations for Black adults age 22 and older and who are economically disadvantaged.
28	TFS	The Family School -- a local community-based organization.
	Title IIA 77% Title IIA/C 8% GAIN	[Page 1] TFS provides basic skills and vocational childcare classroom training to S.F. GAIN participants who are 18 years and older and with educational abilities between the 3rd and 9th grades levels.
29	YCD	Young Community Developers, Inc. — a local community-based organization.
	Title IIA 77% IRO & OJT	[Page 2] YCD provides recruitment, job development, individual referral classroom training and on-the-job training in various occupations for homeless individuals who are primarily African American ex-offenders.
30	SUBGRANT TOTAL	In Section 3 immediately following the columns of statistical data for all PIC subcontractors and for the portion of the PIC budget financed under each separate JTPA subgrant is a summary of all statistical data for that individual JTPA subgrant. The individual JTPA subgrants are:
	Title IIA 77%	[Page 4] This is the basic, year-round, adult (22 years and older) program, JTPA subgrant the allocation for which the Governor is required by law to allocate to each SDA by "statutory formula." Period of subgrant: 07/01/97 - 06/30/98. State subgrantor agency: EDD/JTPD.

	Title IIA 82%	[Page 7] This is the basic, year-round, youth (16 to 21 years old) program, JTPA subgrant the allocation for which the Governor is required by law to allocate to each SDA by "statutory formula." Period of subgrant: 07/01/97 - 06/30/98. State subgrantor agency: EDD/JTPD.
	Title IIA 5% OIP	[Page 8] This is a subgrant from one of the "Governor's discretionary 22% JTPA grants" for which the Governor is statutorily required to develop and operate programs serving older individuals (OIP), who are eligible persons aged fifty-five (55) years and older. In PY'94, the Governor elected to allocate monies for these subgrants by a special formula. Period of subgrant: 07/01/97 - 06/30/98. State subgrantor agency: EDD/JTPD.
	Title IIA/C 5% Incentive	[Page 10] This is a subgrant from one of the "Governor's discretionary 22% JTPA grants" for which the Governor is statutorily required to provide incentives or technical assistance to, respectively, SDAs which did or did not meet their JTPA performance standards in the previous program year. Period of subgrant: 07/01/97 - 06/30/98. State subgrantor agency: EDD/JTPD.
	Title IIA/C 8% SECG/GAIN and Special Projects	[Pages 11, 12, 13 and 14] This is a subgrant from one of the "Governor's discretionary 22% JTPA grants" for which the Governor is statutorily required to develop and operate programs linking JTPA and public education programs. In PY'94 the Governor and the State Superintendent of Public Instruction elected to allocate monies for these subgrants by the basic "statutory formula." In addition, the 8%-30% special project for AND, JVS, and SFUSD were included. Period of subgrant: 07/01/97 - 06/30/98. State subgrantor agency: Division of Employment Preparation, State Department of Education (DEP/SDE).
	Title IIIA EDWAA 60% FA and 40% Supplemental Funds	[Page 24] These are the "Economic Dislocation and Worker's Adjustment Assistance" programs (includes the 50% formula allocation, 10% funds, and the 40% supplemental funds for the workers displaced) for non-economically disadvantaged individuals who are long-term unemployed and homeless or unemployed as a result of plant closures or mass layoffs. The PIC provides assessment, classroom training and referral of individualized training. Period of subgrant: 07/01/97-06/30/98. State subgrantor agency: EDD/JTPD.
	Title IIIA 40% Base Closure Projects	[Page 27] These are the "Economic Dislocation and Workers Adjustment Assistance 40%" funds for special projects. The PIC provides services for the civilian workers dislocated as a result of San Francisco military base closures. The PIC provides rapid response, assessment and individual referral training. Period of subgrant for base closures was: 07/01/97- 06/30/98. State subgrantor agency: EDD/JTPD.

OTHER NECESSARY DEFINITIONS

Type of Subcontract: CRS - Cost Reimbursement Subcontract
 SYS - School Year Support for STEP participants only
 IRO - Individual Referral Occupational Subcontract

Type of Activity: Please see items #16, #17, and #18 for more information.

SECTION 1

SOURCES OF NON-JTPA EXPENDITURES FOR PY'97

AJ	Contributions from United Way and SFDHS.
AND	Contributions from private foundations.
CACS	Did not submit a non-JTPA expenditure report.
CCSF	Did not submit a non-JTPA expenditure report.
CCSF/JAC	In-kind instructional services from CCSF .
CRDC	In-kind instructional services from CCSF .
EHH	No expenditures reported from other sources.
GLIDE	Contributions from general funds and MOCD.
GWI	No expenditures reported from other sources.
JVS	Contributions from private foundations.
KCI	Contributions from private foundations.
MHH/SOM	In-kind instructional services from CCSF.
MLVS	Contributions from MOCD and in-kind Instructional services from CCSF.
NCSL	Contributions from private donors and Homeless Employment Collaborative program.
PIC	Contributions from private corporations, foundations and from PIC general funds.
PMC	Did not submit a non-JTPA expenditure report.
REC	Contributions from government and private foundations.
REP	Did not submit a non-JTPA expenditures report.
SFUSD/STEP	Contributions from Mayor's Office of Children, Youths and Their Families and SFUSD funds.
SFVS	In-kind instructional services from CCSF.
SHE	In-kind instructional services from CCSF and general funds.
STP	No expenditures reported from sources other than payments of JTPA monies.
TFS	Contributions from private foundations and State Department of Education.
TBC	Contributions from MOCD and other agencies.
YCD	Contributions from MOCD, MYEEP, S.F. State and SFRA.

SUB	SERV PR-	14	16	18	22	45	ANER ASTA CHI-	OTH	OTH	BLCK STS BYS DROP	B.S. LENT DIS-	RE-	FUEL	SRI GA. FOOD HOME ECON
NAME	LAWL MALE MALE	-25	-17	-21	-44	-54	55+ IND. PACP	KOR ASN PFLP JAPC	BLCK SLEEP	BLCK SLEEP	BLCK SLEEP	BLCK SLEEP	BLCK SLEEP	BLCK SLEEP
102	(ACT)	27	18	9	0	0	23	4	0	0	3	1	0	0
AJ	(PLAN)	27	21	6	0	0	25	2	0	0	2	1	0	0
ONT	(A-P)	0	-3	3	0	0	-2	2	0	0	1	1	0	0
104	(ACT)	21	4	17	0	0	19	2	0	0	3	1	0	0
APT	(PLAN)	18	5	13	0	0	16	2	0	0	2	1	0	0
OCT	(A-P)	3	-1	4	0	0	3	0	0	-1	0	0	-1	0
107	(ACT)	17	2	15	0	0	13	3	1	4	0	1	0	0
MEH/SON	(PLAN)	19	6	13	0	0	27	2	0	1	3	0	0	0
OSEL	(A-P)	-2	-4	2	0	0	-4	1	1	0	-1	1	-1	0
111	(ACT)	55	48	7	0	0	41	14	0	0	36	0	1	0
CDC	(PLAN)	55	40	15	0	0	30	22	3	0	24	0	2	0
OSEL	(A-P)	0	8	-8	0	0	11	-4	-3	0	4	-1	0	0
113	(ACT)	24	9	5	0	0	22	2	0	0	0	0	0	0
CDC	(PLAN)	14	6	8	0	0	8	5	1	0	4	1	0	0
IRO	(A-P)	0	3	-3	0	0	4	-3	-1	0	0	-1	0	0
114	(ACT)	20	19	9	0	0	21	4	3	0	0	0	0	0
CCSF/JAC	(PLAN)	28	21	7	0	0	22	5	1	2	1	0	0	0
OCT	(A-P)	0	-2	2	0	0	-1	-1	-2	-1	0	-1	0	0
117	(ACT)	71	63	8	0	0	66	3	2	0	10	5	0	0
MUVS	(PLAN)	72	36	16	0	0	63	7	2	0	6	1	0	0
OSEL	(A-P)	-1	-27	-28	0	0	0	3	-4	0	4	-1	0	0
119	(ACT)	59	43	16	0	0	48	11	0	0	58	0	0	0
ECE	(PLAN)	55	38	17	0	0	47	8	0	0	52	0	0	0
OSEL	(A-P)	4	5	-1	0	0	0	1	3	0	6	0	-1	0
120	(ACT)	21	5	16	0	0	11	8	2	0	20	0	0	0
CACB	(PLAN)	21	6	15	0	0	17	4	0	0	19	1	0	0
OSEL	(A-P)	0	-1	1	0	0	0	4	2	0	1	0	-1	0

Section 2

PRIVATE INDUSTRY COUNCIL OF SAN FRANCISCO, INC.
Grant Code: 270 - IIC 814 YOUTH

SUMMARY OF ACTUAL VERSUS PLANNED PARTICIPANT CHARACTERISTICS BY SUBCONTRACTOR

2000/10/26 由 2001/10/26 2001/10/26

MARCH 2001 VOL 28 / NO 3

STB	SEVU PR- LEVEL MALE	14	16	18	22	45	AMER ASIA CH- IND. PACIFIC WEST KOR ASH FILP JAPN PACIFIC RESP WRITE MALE	OTH	BLACK ETHI ETHS DROB	BLK MATE DEFT YOUTH OUT REG MATE DEFT ENGL ABLE	B.S. LINT DIS- OFF VET ITM ASST ADPC /SSP /ECA STMP LESS DISA	FUBL	SSI GA FOOD WORK ECON
1353	(ACT)	24	18	6	0	0	0	24	0	24	0	0	0
FCU:	(PLAN)	24	12	22	0	0	0	24	0	24	0	0	0
OSRL	(A-P)	0	6	-6	0	0	0	0	0	0	0	0	0
1566	(ACT)	8	5	3	0	0	0	0	2	1	0	0	0
REP:	(PLAN)	27	9	8	0	0	0	27	0	7	3	0	0
OCT:	(A-P)	-9	-4	-5	0	0	0	-9	0	-5	-2	0	0
1568	(ACT)	58	25	33	0	0	0	58	57	0	1	5	0
SHEK:	(PLAN)	58	21	37	0	0	0	58	53	46	1	4	0
OSRL	(A-P)	0	4	-4	0	0	0	0	5	11	-1	-4	0
1569	(ACT)	50	48	42	0	0	0	50	58	24	0	2	0
(PLAN)	59	42	57	0	0	0	59	49	25	4	5	0	0
(A-P)	-9	6	-15	0	0	0	-9	0	9	-1	-4	-3	0
1570	(ACT)	50	48	42	0	0	0	50	58	24	0	2	0
(PLAN)	59	42	57	0	0	0	59	49	25	4	5	0	0
(A-P)	-9	6	-15	0	0	0	-9	0	9	-1	-4	-3	0
1571	(ACT)	50	48	42	0	0	0	50	58	24	0	2	0
(PLAN)	59	42	57	0	0	0	59	49	25	4	5	0	0
(A-P)	-9	6	-15	0	0	0	-9	0	9	-1	-4	-3	0
1572	(ACT)	50	48	42	0	0	0	50	58	24	0	2	0
(PLAN)	59	42	57	0	0	0	59	49	25	4	5	0	0
(A-P)	-9	6	-15	0	0	0	-9	0	9	-1	-4	-3	0
1573	(ACT)	50	48	42	0	0	0	50	58	24	0	2	0
(PLAN)	59	42	57	0	0	0	59	49	25	4	5	0	0
(A-P)	-9	6	-15	0	0	0	-9	0	9	-1	-4	-3	0
1574	(ACT)	50	48	42	0	0	0	50	58	24	0	2	0
(PLAN)	59	42	57	0	0	0	59	49	25	4	5	0	0
(A-P)	-9	6	-15	0	0	0	-9	0	9	-1	-4	-3	0
1575	(ACT)	50	48	42	0	0	0	50	58	24	0	2	0
(PLAN)	59	42	57	0	0	0	59	49	25	4	5	0	0
(A-P)	-9	6	-15	0	0	0	-9	0	9	-1	-4	-3	0
1576	(ACT)	50	48	42	0	0	0	50	58	24	0	2	0
(PLAN)	59	42	57	0	0	0	59	49	25	4	5	0	0
(A-P)	-9	6	-15	0	0	0	-9	0	9	-1	-4	-3	0
1577	(ACT)	50	48	42	0	0	0	50	58	24	0	2	0
(PLAN)	59	42	57	0	0	0	59	49	25	4	5	0	0
(A-P)	-9	6	-15	0	0	0	-9	0	9	-1	-4	-3	0
1578	(ACT)	50	48	42	0	0	0	50	58	24	0	2	0
(PLAN)	59	42	57	0	0	0	59	49	25	4	5	0	0
(A-P)	-9	6	-15	0	0	0	-9	0	9	-1	-4	-3	0
1579	(ACT)	50	48	42	0	0	0	50	58	24	0	2	0
(PLAN)	59	42	57	0	0	0	59	49	25	4	5	0	0
(A-P)	-9	6	-15	0	0	0	-9	0	9	-1	-4	-3	0
1580	(ACT)	50	48	42	0	0	0	50	58	24	0	2	0
(PLAN)	59	42	57	0	0	0	59	49	25	4	5	0	0
(A-P)	-9	6	-15	0	0	0	-9	0	9	-1	-4	-3	0
1581	(ACT)	50	48	42	0	0	0	50	58	24	0	2	0
(PLAN)	59	42	57	0	0	0	59	49	25	4	5	0	0
(A-P)	-9	6	-15	0	0	0	-9	0	9	-1	-4	-3	0
1582	(ACT)	50	48	42	0	0	0	50	58	24	0	2	0
(PLAN)	59	42	57	0	0	0	59	49	25	4	5	0	0
(A-P)	-9	6	-15	0	0	0	-9	0	9	-1	-4	-3	0
1583	(ACT)	50	48	42	0	0	0	50	58	24	0	2	0
(PLAN)	59	42	57	0	0	0	59	49	25	4	5	0	0
(A-P)	-9	6	-15	0	0	0	-9	0	9	-1	-4	-3	0
1584	(ACT)	50	48	42	0	0	0	50	58	24	0	2	0
(PLAN)	59	42	57	0	0	0	59	49	25	4	5	0	0
(A-P)	-9	6	-15	0	0	0	-9	0	9	-1	-4	-3	0
1585	(ACT)	50	48	42	0	0	0	50	58	24	0	2	0
(PLAN)	59	42	57	0	0	0	59	49	25	4	5	0	0
(A-P)	-9	6	-15	0	0	0	-9	0	9	-1	-4	-3	0
1586	(ACT)	50	48	42	0	0	0	50	58	24	0	2	0
(PLAN)	59	42	57	0	0	0	59	49	25	4	5	0	0
(A-P)	-9	6	-15	0	0	0	-9	0	9	-1	-4	-3	0
1587	(ACT)	50	48	42	0	0	0	50	58	24	0	2	0
(PLAN)	59	42	57	0	0	0	59	49	25	4	5	0	0
(A-P)	-9	6	-15	0	0	0	-9	0	9	-1	-4	-3	0
1588	(ACT)	50	48	42	0	0	0	50	58	24	0	2	0
(PLAN)	59	42	57	0	0	0	59	49	25	4	5	0	0
(A-P)	-9	6	-15	0	0	0	-9	0	9	-1	-4	-3	0
1589	(ACT)	50	48	42	0	0	0	50	58	24	0	2	0
(PLAN)	59	42	57	0	0	0	59	49	25	4	5	0	0
(A-P)	-9	6	-15	0	0	0	-9	0	9	-1	-4	-3	0
1590	(ACT)	50	48	42	0	0	0	50	58	24	0	2	0
(PLAN)	59	42	57	0	0	0	59	49	25	4	5	0	0
(A-P)	-9	6	-15	0	0	0	-9	0	9	-1	-4	-3	0
1591	(ACT)	50	48	42	0	0	0	50	58	24	0	2	0
(PLAN)	59	42	57	0	0	0	59	49	25	4	5	0	0
(A-P)	-9	6	-15	0	0	0	-9	0	9	-1	-4	-3	0
1592	(ACT)	50	48	42	0	0	0	50	58	24	0	2	0
(PLAN)	59	42	57	0	0	0	59	49	25	4	5	0	0
(A-P)	-9	6	-15	0	0	0	-9	0	9	-1	-4	-3	0
1593	(ACT)	50	48	42	0	0	0	50	58	24	0	2	0
(PLAN)	59	42	57	0	0	0	59	49	25	4	5	0	0
(A-P)	-9	6	-15	0	0	0	-9	0	9	-1	-4	-3	0
1594	(ACT)	50	48	42	0	0	0	50	58	24	0	2	0
(PLAN)	59	42	57	0	0	0	59	49	25	4	5	0	0
(A-P)	-9	6	-15	0	0	0	-9	0	9	-1	-4	-3	0
1595	(ACT)	50	48	42	0	0	0	50	58	24	0	2	0
(PLAN)	59	42	57	0	0	0	59	49	25	4	5	0	0
(A-P)	-9	6	-15	0	0	0	-9	0	9	-1	-4	-3	0
1596	(ACT)	50	48	42	0	0	0	50	58	24	0	2	0
(PLAN)	59	42	57	0	0	0	59	49	25	4	5	0	0
(A-P)	-9	6	-15	0	0	0	-9	0	9	-1	-4	-3	0
1597	(ACT)	50	48	42	0	0	0	50	58	24	0	2	0
(PLAN)	59	42	57	0	0	0	59	49	25	4	5	0	0
(A-P)	-9	6	-15	0	0	0	-9	0	9	-1	-4	-3	0
1598	(ACT)	50	48	42	0	0	0	50	58	24	0	2	0
(PLAN)	59	42	57	0	0	0	59	49	25	4	5	0	0
(A-P)	-9	6	-15	0	0	0	-9	0	9	-1	-4	-3	0
1599	(ACT)	50	48	42	0	0	0	50	58	24	0	2	0
(PLAN)	59	42	57	0	0	0	59	49	25	4	5	0	0
(A-P)	-9	6	-15	0	0	0	-9	0	9	-1	-4	-3	0
1600	(ACT)	50	48	42	0	0	0	50	58	24	0	2	0
(PLAN)	59	42	57	0	0	0	59	49	25	4	5	0	0
(A-P)	-9	6	-15	0	0	0	-9	0	9	-1	-4	-3	0
1601	(ACT)	50	48	42	0	0	0	50	58	24	0	2	0
(PLAN)	59	42	57	0	0	0	59	49	25	4	5	0	0
(A-P)	-9	6	-15	0	0	0	-9	0	9	-1	-4	-3	0
1602	(ACT)	50	48	42	0	0	0	50	58	24	0	2	0
(PLAN)	59	42	57	0	0	0	59	49	25	4	5	0	0
(A-P)	-9	6	-15	0	0	0	-9	0	9	-1	-4	-3	0
1603	(ACT)	50	48	42	0	0	0	50	58	24	0	2	0
(PLAN)	59	42	57	0	0	0	59	49	25	4	5	0	0
(A-P)	-9	6	-15	0	0	0	-9	0	9	-1	-4	-3	0
1604	(ACT)	50	48	42	0	0	0	50	58	24	0	2	0
(PLAN)	59	42	57	0	0	0	59	49	25	4	5	0	0
(A-P)	-9	6	-15	0	0	0	-9	0	9	-1	-4	-3	0
1605	(ACT)	50	48	42	0	0	0	50	58	24	0	2	0
(PLAN)	59	42	57	0	0	0	59	49	25	4	5	0	0
(A-P)	-9	6	-15	0	0	0	-9	0	9	-1	-4	-3	0
1606	(ACT)	50	48	42	0	0	0	50	58	24	0	2	0
(PLAN)	59	42	57	0	0	0	59	49	25	4	5	0	0
(A-P)	-9	6	-15	0	0	0	-9	0	9</td				

STUP	SERV. PER.	NAME	OTHE										BLOCK BYE DROP		B.S. LINT DIS- ELE		PUBL		SSI GA FOOD HOME ECON																			
			LEFLY NAME	MALE	-35	-37	-21	-44	-54	55+	IND.	PAFC	HEPC	ASH	FLPD	JARN	PAFC	BLCK	HISP	NAME	LEFLY	NAME	LEFLY	NAME	LEFLY													
		(ACT)	35	31	4	0	0	2	26	8	0	0	1	0	0	0	0	33	0	34	1	0	26	5	28	33	1	0	0	0	24	18	0	6	28	0	35	
		(PLAN)	38	19	19	0	0	1	30	7	0	0	0	0	0	0	0	0	38	0	37	1	0	0	0	0	0	0	33	32	0	38						
		(A-P)	3	12	-15	0	0	0	-4	1	0	0	2	0	0	0	1	0	-5	0	-3	0	0	26	5	28	-5	1	0	0	-3	-8	-2	0	-7	-4	0	
		NET TOTAL																																				
		(ACT)	35	31	4	0	0	1	26	8	0	0	1	0	0	0	1	0	33	0	34	1	0	26	5	28	33	1	0	0	0	24	18	0	6	28	0	35
		(PLAN)	38	19	19	0	0	1	30	7	0	0	0	0	0	0	0	0	38	0	37	1	0	0	0	0	0	0	33	32	0	38						
		(A-P)	3	12	-15	0	0	0	-4	1	0	0	2	0	0	0	1	0	-5	0	-3	0	0	26	5	28	-5	1	0	0	-3	-8	-2	0	-7	-4	0	
		NET TOTAL (ACT)	35	31	4	0	0	1	26	8	0	0	1	0	0	0	1	0	33	0	34	1	0	26	5	28	33	1	0	0	0	24	18	0	6	28	0	35

Section 2

REPORT: AVP_RPT

PRIVATE INDUSTRY COUNCIL OF SAN FRANCISCO, INC.

Grant Code: 515 - IIIA 604 EDNA FA

STUDY OF ACTUAL VERSUS PLANNED PARTICIPANT CHARACTERISTICS BY SUBCONTRACTOR

PERIOD: 07/01/1997 TO 06/30/1998

Oct 22 1998

09:06AM

STB	STB NAME	SEV/P-	14	16	18	22	45	OTW	OTW	B.S. LANT DIS-	EVNL	SSI GA. FOOD HOME ECON
		LEV/L MALE	-15	-17	-21	-44	-54	IND.	PAC/P HIRE FOR ASN FILE	BLK MATH DEPT ENGL ARBL OFF	VET RTR ASST APDC / SSP / RCR STRP LESS DISA	
1813	(ACT)	1	1	0	0	1	0	0	0	0	1	1
	(PLAN)	0	0	0	0	0	0	0	0	0	0	0
	(A-P)	1	1	0	0	1	0	0	0	0	0	0
1813	(ACT)	6	1	5	0	0	6	0	0	3	1	2
	(PLAN)	24	8	6	0	0	13	1	0	9	2	3
	(A-P)	-8	-7	-1	0	0	-7	-1	-6	-1	-3	-3
1813	(ACT)	8	2	6	0	0	8	0	0	4	0	4
	(PLAN)	0	0	0	0	0	0	0	0	0	0	0
	(A-P)	8	2	6	0	0	8	0	0	4	0	4
1816	(ACT)	11	10	1	0	0	8	2	1	3	0	3
	(PLAN)	0	0	0	0	0	0	0	0	0	0	0
	(A-P)	11	10	1	0	0	8	2	1	3	0	3
1816	(ACT)	1	0	1	0	0	1	0	0	1	0	1
	(PLAN)	0	0	0	0	0	0	0	0	0	0	0
	(A-P)	1	0	1	0	0	1	0	0	1	0	1
2019	(ACT)	4	4	0	0	0	3	1	0	3	0	3
	(PLAN)	0	0	0	0	0	0	0	0	0	0	0
	(A-P)	1	1	0	0	0	3	1	0	3	0	3
2019	(ACT)	1	1	0	0	0	0	1	0	1	0	1
	(PLAN)	0	0	0	0	0	0	0	0	0	0	0
	(A-P)	1	1	0	0	0	0	1	0	1	0	1
2116	(ACT)	1	1	0	0	0	0	1	0	0	1	1
	(PLAN)	0	0	0	0	0	0	0	0	0	0	0
	(A-P)	1	1	0	0	0	0	1	0	1	0	1
2210	(ACT)	1	0	1	0	0	0	1	0	0	0	1
	(PLAN)	0	0	1	0	0	0	1	0	0	0	1
	(A-P)	1	0	1	0	0	0	1	0	0	0	1
2210	(ACT)	1	0	1	0	0	0	1	0	0	0	1
	(PLAN)	0	0	1	0	0	0	1	0	0	0	1
	(A-P)	1	0	1	0	0	0	1	0	0	0	1

PERIOD: 07/01/1997 TO 06/30/1998

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REPORT:BCR_RPT

PRIVATE INDUSTRY COUNCIL OF SAN FRANCISCO, INC.

Nov 03 1998

PROGRAM YEAR 1997 BENEFIT/COST REPORT

03:41pm

Grant Code: 220 - IIA 77% ADULT

PERIOD: 07/01/1997 TO 06/30/1998

A. PIC SUBCONTRACTOR:	TFS	CRDC	MLVS	KCI	CRDC	TBC
AGENCY #	192	111	137	139	111	160
TYPE OF SUBCONTRACT	CRS	CRS	CRS	CRS	CRS	CRS
TYPE OF ACTIVITY	BRE/OBE	OESL	OESL	OESL	IRO	IRO
NO. OF MONTHS OF ALL DATA	12 months	12 months	12 months	12 months	12 months	12 months
B. EXPENDITURES (TOTAL BUDGET)	34,180	146,765	94,357	136,807	78,636	38,559
TOTAL JTPA EXPENDITURES	44,095	179,597	142,658	149,418	64,578	34,596
ADMINISTRATION	3,050	12,895	8,589	12,386	3,813	2,344
[PERCENT (%) OF TOTAL]	7%	7%	6%	8%	6%	7%
DIRECT TRAINING	31,130	125,542	80,977	117,581	28,847	27,037
[PERCENT (%) OF TOTAL]	71%	70%	57%	79%	45%	78%
TR. RELATED AND PART. SUP.	9,915	41,160	53,092	19,451	31,918	5,215
[PERCENT (%) OF TOTAL]	22%	23%	37%	13%	49%	15%
NON-JTPA EXPENDITURES	29,223	13,622	143,380	13,739	0	50,600
C. ENROLLMENT/TERMINATION SUMMARY						
TOTAL SERVED/PLAN*	8/11	55/55	71/72	59/55	14/14	14/11
[ACTUAL/PLAN %]	73%	100%	99%	107%	100%	127%
[ACT. YOUTH/ACT. TOTAL %]	0%	0%	0%	0%	0%	0%
TOTAL PLACED/PLAN*	0/8	29/48	34/54	46/49	9/12	5/6
[ACTUAL/PLAN %]	0%	60%	63%	94%	75%	83%
POSITIVE TERMINATIONS	0	6	8	7	4	0
OTHER TERMINATIONS	4	1	8	0	0	5
TOTAL TERMINATIONS	4	36	50	53	13	10
PLACEMENT RATE	0%	81%	68%	87%	69%	50%
POSITIVE TERMINATION RATE	0%	97%	84%	100%	100%	50%
D. QUALITY OF PLACEMENT						
AVR. HOURLY WAGE AT PLCMT	NA	8.01	8.31	8.14	9.78	7.66
AVR. HRS. PER WK. AT PLCMT	NA	35.59	36.41	31.87	34.11	39.60
E. JOB RETENTION AT 13 WEEKS						
NUMBER ON JOB/TOTAL CONTACTS	NA	16/20	16/28	11/29	5/8	3/3
RETENTION RATE	NA	80%	57%	38%	62%	100%
F. PARTICIPANT COST						
COST PER PARTICIPANT SERVED	5,511	3,265	2,009	2,532	4,612	2,471
YOUTH (AGE 16-21) ONLY	NA	NA	NA	NA	NA	NA
ADULT (AGE 22 AND OVER) ONLY	5,511	3,265	2,009	2,532	4,612	2,471
COST PER PARTICIPANT PLACED	INF	6,193	4,195	3,248	7,175	6,919
YOUTH (AGE 16-21) ONLY	NA	NA	NA	NA	NA	NA
ADULT (AGE 22 AND OVER) ONLY	NA	6,193	4,195	3,248	7,175	6,919
G. PERCENT OF CONTRACT EARNED	100%	100%	100%	100%	82%	80%
H. BENEFIT/COST FACTOR	0.000	2.393	3.748	4.151	2.417	2.280

REPORT:BCR_RPT

PRIVATE INDUSTRY COUNCIL OF SAN FRANCISCO, INC.

Nov 03 1998

PROGRAM YEAR 1997 BENEFIT/COST REPORT

03:41pm

Grant Code: 220 - IIA 77% ADULT

PERIOD: 07/01/1997 TO 06/30/1998

A. PIC SUBCONTRACTOR:	SFVS	STP	PIC	PMC	CCSF	TOTAL
AGENCY #	154	159	100	146	110	999
TYPE OF SUBCONTRACT	CRS	CRS	CRS	CRS	CRS	TITLE IIA
TYPE OF ACTIVITY	OJT	OJT	ADMIN/SUPP	EMP OUTRCH	CHILDCARE	77% AD
NO. OF MONTHS OF ALL DATA	12 months	12 months	12 months	12 months	12 months	12 months
B. EXPENDITURES (TOTAL BUDGET)	48,039	108,714	902,166	15,000	178,698	2,561,379
TOTAL JTPA EXPENDITURES	69,836	114,615	552,949	11,212	46,173	2,282,795
ADMINISTRATION	3,686	9,364	466,084	0	7,409	570,274
[PERCENT (%) OF TOTAL]	5%	8%	84%	0%	16%	25%
DIRECT TRAINING	65,733	99,659	0	0	0	1,238,222
[PERCENT (%) OF TOTAL]	94%	87%	0%	0%	0%	54%
TR. RELATED AND PART.SUP.	417	5,592	86,865	11,212	38,764	474,299
[PERCENT (%) OF TOTAL]	1%	5%	16%	100%	84%	21%
NON-JTPA EXPENDITURES	0	0	0	0	0	1,040,759
C. ENROLLMENT/TERMINATION SUMMARY						
TOTAL SERVED/PLAN*	21/23	21/44	NA	NA	NA	555/583
[ACTUAL/PLAN %]	91%	48%	NA	NA	NA	95%
[ACT. YOUTH/ACT. TOTAL %]	0%	0%	NA	NA	NA	0%
TOTAL PLACED/PLAN*	13/19	15/32	NA	NA	NA	282/477
[ACTUAL/PLAN %]	68%	47%	NA	NA	NA	59%
POSITIVE TERMINATIONS	2	0	NA	NA	NA	52
OTHER TERMINATIONS	1	3	NA	NA	NA	69
TOTAL TERMINATIONS	16	18	NA	NA	NA	403
PLACEMENT RATE	81%	83%	NA	NA	NA	70%
POSITIVE TERMINATION RATE	94%	83%	NA	NA	NA	83%
D. QUALITY OF PLACEMENT						
AVR. HOURLY WAGE AT PLACMT	9.42	8.60	NA	NA	NA	8.76
AVR. HRS. PER WK. AT PLACMT	39.81	38.00	NA	NA	NA	35.96
E. JOB RETENTION AT 13 WEEKS						
NUMBER ON JOB/TOTAL CONTACTS	8/12	4/10	NA	NA	NA	109/193
RETENTION RATE	67%	40%	NA	NA	NA	56%
F. PARTICIPANT COST						
COST PER PARTICIPANT SERVED	3,325	5,457	NA	NA	NA	4,111
YOUTH (AGE 16-21) ONLY	NA	NA	NA	NA	NA	NA
ADULT (AGE 22 AND OVER) ONLY	3,325	5,457	NA	NA	NA	4,111
COST PER PARTICIPANT PLACED	5,372	7,641	NA	NA	NA	8,095
YOUTH (AGE 16-21) ONLY	NA	NA	NA	NA	NA	NA
ADULT (AGE 22 AND OVER) ONLY	5,372	7,641	NA	NA	NA	8,095
G. PERCENT OF CONTRACT EARNED	100%	96%	NA	NA	NA	NA
H. BENEFIT/COST FACTOR	3.631	2.224	NA	NA	NA	2.021

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REPORT:BCR_RPT

PRIVATE INDUSTRY COUNCIL OF SAN FRANCISCO, INC.

Nov 03 1998

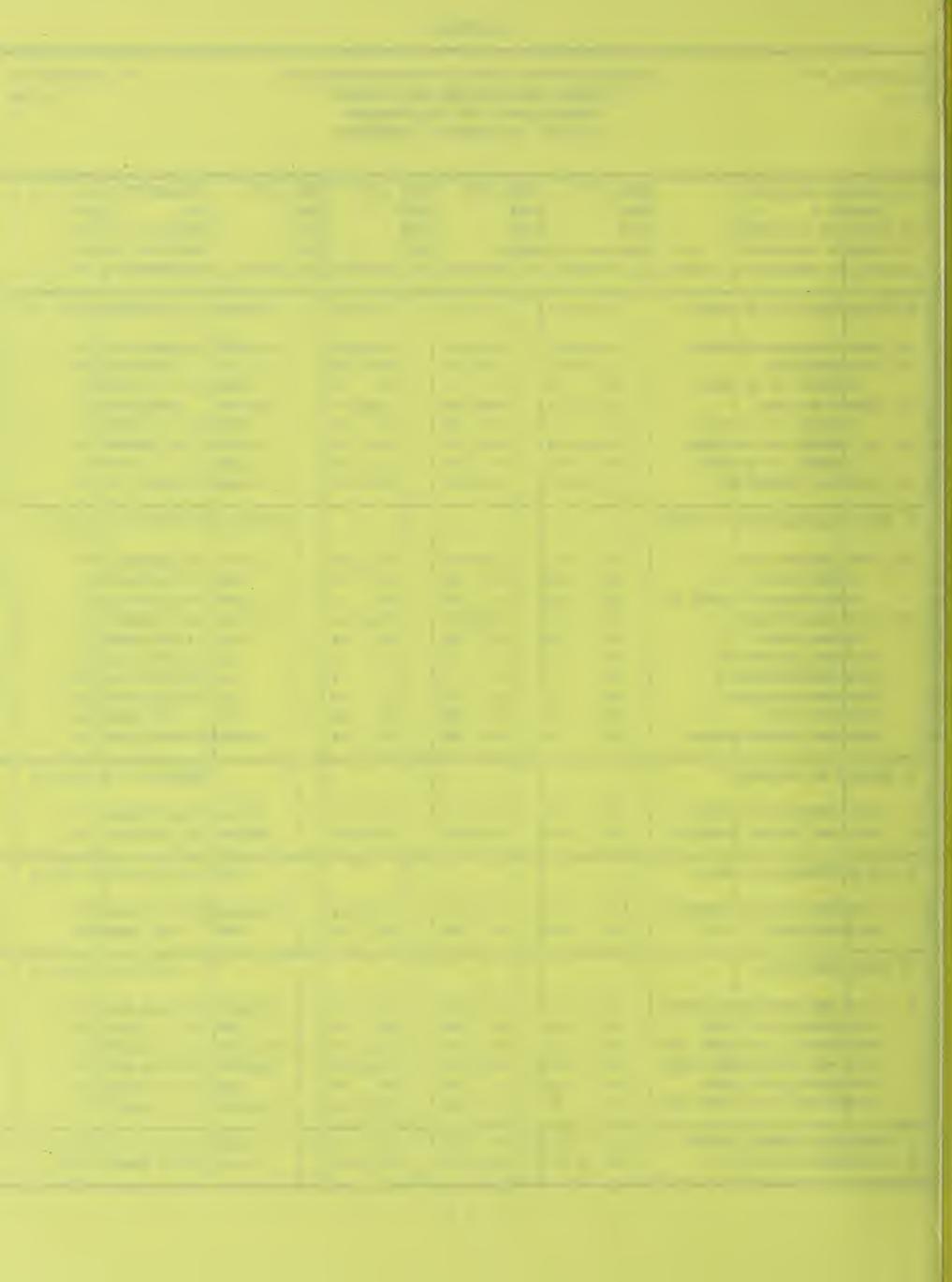
PROGRAM YEAR 1997 BENEFIT/COST REPORT

03:41pm

Grant Code: 220 - IIA 77% ADULT

PERIOD: 07/01/1997 TO 06/30/1998

A. PIC SUBCONTRACTOR: AGENCY # TYPE OF SUBCONTRACT TYPE OF ACTIVITY NO. OF MONTHS OF ALL DATA	SUB ACTVY 999 CRS BRE/OBE 12 months	SUB ACTVY 999 CRS OESL 12 months	SUB ACTVY 999 CRS IRO 12 months	SUB ACTVY 999 CRS OCT 12 months	SUB ACTVY 999 CRS OJT 12 months	
B. EXPENDITURES (TOTAL BUDGET)	34,180	377,929	415,179	393,641	244,586	
TOTAL JTPA EXPENDITURES	44,095	471,673	435,826	417,526	303,341	
ADMINISTRATION	3,050	33,870	14,526	24,398	20,937	
[PERCENT (%) OF TOTAL]	7%	7%	3%	6%	7%	
DIRECT TRAINING	31,130	324,100	281,507	328,935	272,550	
[PERCENT (%) OF TOTAL]	71%	69%	65%	79%	90%	
TR. RELATED AND PART.SUP.	9,915	113,703	139,793	64,193	9,854	
[PERCENT (%) OF TOTAL]	22%	24%	32%	15%	3%	
NON-JTPA EXPENDITURES	29,223	170,741	404,336	436,459	0	
C. ENROLLMENT/TERMINATION SUMMARY						
TOTAL SERVED/PLAN*	8/11	185/189	91/160	157/174	114/164	
[ACTUAL/PLAN %]	73%	98%	57%	90%	70%	
[ACT. YOUTH/ACT. TOTAL %]	0%	0%	0%	0%	0%	
TOTAL PLACED/PLAN*	0/8	109/153	36/113	66/122	71/139	
[ACTUAL/PLAN %]	0%	71%	32%	54%	51%	
POSITIVE TERMINATIONS	0	21	18	11	2	
OTHER TERMINATIONS	4	9	11	36	9	
TOTAL TERMINATIONS	4	139	65	113	82	
PLACEMENT RATE	0%	78%	55%	58%	87%	
POSITIVE TERMINATION RATE	0%	94%	83%	68%	89%	
D. QUALITY OF PLACEMENT						
AVR. HOURLY WAGE AT PLCMT	NA	8.16	9.31	9.12	9.07	
AVR. HRS. PER WK. AT PLCMT	NA	34.28	36.44	35.64	38.61	
E. JOB RETENTION AT 13 WEEKS						
NUMBER ON JOB/TOTAL CONTACTS	NA	43/77	15/24	24/50	27/42	
RETENTION RATE	NA	56%	62%	48%	64%	
F. PARTICIPANT COST						
COST PER PARTICIPANT SERVED	5,511	2,549	4,789	2,659	2,660	
YOUTH (AGE 16-21) ONLY	NA	NA	NA	NA	NA	
ADULT (AGE 22 AND OVER) ONLY	5,511	2,549	4,789	2,659	2,660	
COST PER PARTICIPANT PLACED	INF	4,327	12,106	6,326	4,272	
YOUTH (AGE 16-21) ONLY	NA	NA	NA	NA	NA	
ADULT (AGE 22 AND OVER) ONLY	NA	4,327	12,106	6,326	4,272	
G. PERCENT OF CONTRACT EARNED	100%	100%	87%	93%	98%	
H. BENEFIT/COST FACTOR	0.000	3.359	1.458	2.673	4.260	



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REPORT: BCR_RPT

PRIVATE INDUSTRY COUNCIL OF SAN FRANCISCO, INC.

Oct 30 1998

PROGRAM YEAR 1997 BENEFIT/COST REPORT

04:50pm

Grant Code: 270 - IIC 82% YOUTH

PERIOD: 07/01/1997 TO 06/30/1998

A. PIC SUBCONTRACTOR: AGENCY # TYPE OF SUBCONTRACT TYPE OF ACTIVITY NO. OF MONTHS OF ALL DATA	CES 114 CRS OESL 12 months	MLVS 137 CRS OESL 12 months	CRDC 111 CRS IRO 12 months	AND 104 CRS OCT 12 months	SFVS 155 CRS OCT 12 months	PIC 100 CRS ADMIN/SUPP 12 months
B. EXPENDITURES (TOTAL BUDGET)	8,000	56,774	70,932	42,814	9,185	57,915
TOTAL JTPA EXPENDITURES	8,000	70,374	62,107	44,680	9,323	60,276
ADMINISTRATION	314	5,112	3,673	3,952	726	50,832
[PERCENT (%) OF TOTAL]	4%	7%	6%	9%	8%	84%
DIRECT TRAINING	0	48,792	17,531	38,140	8,180	0
[PERCENT (%) OF TOTAL]	0%	69%	28%	85%	88%	0%
TR. RELATED AND PART.SUP.	7,686	16,470	40,903	2,588	417	9,444
[PERCENT (%) OF TOTAL]	96%	23%	66%	6%	4%	16%
NON-JTPA EXPENDITURES	0	70,620	0	45,000	1,458	0
C. ENROLLMENT/TERMINATION SUMMARY						
TOTAL SERVED/PLAN*	5/5	39/38	13/15	13/11	3/4	NA
[ACTUAL/PLAN %]	100%	103%	87%	118%	75%	NA
[ACT. YOUTH/ACT. TOTAL %]	100%	100%	100%	100%	100%	NA
TOTAL PLACED/PLAN*	2/5	24/31	4/10	8/5	0/2	NA
[ACTUAL/PLAN %]	40%	77%	40%	160%	0%	NA
POSITIVE TERMINATIONS	2	2	0	0	0	NA
OTHER TERMINATIONS	1	4	8	2	2	NA
TOTAL TERMINATIONS	5	30	12	10	2	NA
PLACEMENT RATE	40%	80%	33%	80%	0%	NA
POSITIVE TERMINATION RATE	80%	87%	33%	80%	0%	NA
D. QUALITY OF PLACEMENT						
AVR. HOURLY WAGE AT PLACMT	7.75	7.39	8.31	8.20	NA	NA
AVR. HRS. PER WK. AT PLACMT	25.00	31.71	34.75	34.25	NA	NA
E. JOB RETENTION AT 13 WEEKS						
NUMBER ON JOB/TOTAL CONTACTS	NA	NA	NA	NA	NA	NA
RETENTION RATE	NA	NA	NA	NA	NA	NA
F. PARTICIPANT COST						
COST PER PARTICIPANT SERVED	1,600	1,804	4,777	3,436	3,107	NA
YOUTH (AGE 16-21) ONLY	1,600	1,804	4,777	3,436	3,107	NA
ADULT (AGE 22 AND OVER) ONLY	NA	NA	NA	NA	NA	NA
COST PER PARTICIPANT PLACED	4,000	2,932	15,526	5,585	INF	NA
YOUTH (AGE 16-21) ONLY	4,000	2,932	15,526	5,585	NA	NA
ADULT (AGE 22 AND OVER) ONLY	NA	NA	NA	NA	NA	NA
G. PERCENT OF CONTRACT EARNED	100%	100%	71%	100%	97%	NA
H. BENEFIT/COST FACTOR	2.519	4.155	0.967	2.615	0.000	NA

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REPORT:BCR_RPT

PRIVATE INDUSTRY COUNCIL OF SAN FRANCISCO, INC.

Oct 30 1998

PROGRAM YEAR 1997 BENEFIT/COST REPORT

04:50pm

Grant Code: 270 - IIC 82% YOUTH

PERIOD: 07/01/1997 TO 06/30/1998

A. PIC SUBCONTRACTOR: AGENCY # TYPE OF SUBCONTRACT TYPE OF ACTIVITY NO. OF MONTHS OF ALL DATA	PMC 146 CRS EMP OUTRCH 12 months	CCSF 110 CRS CHILDCARE 12 months	TOTAL 999 TITLE IIC 82% YT 12 months		
B. EXPENDITURES (TOTAL BUDGET)	808	30,942	277,370		
TOTAL JTPA EXPENDITURES	808	8,554	264,122		
ADMINISTRATION	0	1,373	65,982		
[PERCENT (%) OF TOTAL]	0%	16%	25%		
DIRECT TRAINING	0	0	112,643		
[PERCENT (%) OF TOTAL]	0%	0%	43%		
TR. RELATED AND PART.SUP.	808	7,181	85,497		
[PERCENT (%) OF TOTAL]	100%	84%	32%		
NON-JTPA EXPENDITURES	0	0	117,078		
C. ENROLLMENT/TERMINATION SUMMARY					
TOTAL SERVED/PLAN* [ACTUAL/PLAN %]	NA	NA	73/84		
[ACT. YOUTH/ACT. TOTAL %]	NA	NA	87%		
TOTAL PLACED/PLAN* [ACTUAL/PLAN %]	NA	NA	38/57		
POSITIVE TERMINATIONS	NA	NA	67%		
OTHER TERMINATIONS	NA	NA	4		
TOTAL TERMINATIONS	NA	NA	17		
PLACEMENT RATE	NA	NA	59		
POSITIVE TERMINATION RATE	NA	NA	64%		
D. QUALITY OF PLACEMENT					
AVR. HOURLY WAGE AT PLCMT	NA	NA	7.68		
AVR. HRS. PER WK. AT PLCMT	NA	NA	32.21		
E. JOB RETENTION AT 13 WEEKS					
NUMBER ON JOB/TOTAL CONTACTS	NA	NA	NA		
RETENTION RATE	NA	NA	NA		
F. PARTICIPANT COST					
COST PER PARTICIPANT SERVED	NA	NA	3,618		
YOUTH (AGE 16-21) ONLY	NA	NA	3,618		
ADULT (AGE 22 AND OVER) ONLY	NA	NA	NA		
COST PER PARTICIPANT PLACED	NA	NA	6,950		
YOUTH (AGE 16-21) ONLY	NA	NA	6,950		
ADULT (AGE 22 AND OVER) ONLY	NA	NA	NA		
G. PERCENT OF CONTRACT EARNED	NA	NA	NA		
H. BENEFIT/COST FACTOR	NA	NA	1.850		

REPORT:BCR_RPT

PRIVATE INDUSTRY COUNCIL OF SAN FRANCISCO, INC.

Nov 02 1998

PROGRAM YEAR 1997 BENEFIT/COST REPORT

04:20pm

Grant Code: 230 - IIA 5% OLDER INDIVIDUAL

PERIOD: 07/01/1997 TO 06/30/1998

A. PIC SUBCONTRACTOR:	KCI	SHE	REP	PIC	PMC	TOTAL
AGENCY #	139	158	156	100	146	999
TYPE OF SUBCONTRACT	CRS	CRS	CRS	CRS	CRS	TITLE IIA
TYPE OF ACTIVITY	OESL	OESL	OCT	ADMIN/SUPP	EMP OUTRCH	5% OIP
NO. OF MONTHS OF ALL DATA	12 months	12 months	12 months	12 months	12 months	12 months
B. EXPENDITURES (TOTAL BUDGET)	57,740	152,244	38,766	72,076	2,225	323,051
TOTAL JTPA EXPENDITURES	60,188	160,737	39,164	60,962	2,000	323,051
ADMINISTRATION	5,197	13,652	3,490	52,360	0	74,699
[PERCENT (%) OF TOTAL]	9%	8%	9%	86%	0%	23%
DIRECT TRAINING	49,656	130,995	33,337	0	0	213,988
[PERCENT (%) OF TOTAL]	83%	81%	85%	0%	0%	66%
TR. RELATED AND PART. SUP.	5,335	16,090	2,337	8,602	2,000	34,364
[PERCENT (%) OF TOTAL]	9%	10%	6%	14%	100%	11%
NON-JTPA EXPENDITURES	5,799	25,645	0	0	0	31,444
C. ENROLLMENT/TERMINATION SUMMARY						
TOTAL SERVED/PLAN*	24/24	58/58	8/17	NA	NA	90/99
[ACTUAL/PLAN %]	100%	100%	47%	NA	NA	91%
[ACT. YOUTH/ACT. TOTAL %]	0%	0%	0%	NA	NA	0%
TOTAL PLACED/PLAN*	14/17	54/53	1/9	NA	NA	69/79
[ACTUAL/PLAN %]	82%	102%	11%	NA	NA	87%
POSITIVE TERMINATIONS	5	0	7	NA	NA	12
OTHER TERMINATIONS	0	1	0	NA	NA	1
TOTAL TERMINATIONS	19	55	8	NA	NA	82
PLACEMENT RATE	74%	98%	13%	NA	NA	84%
POSITIVE TERMINATION RATE	100%	98%	100%	NA	NA	99%
D. QUALITY OF PLACEMENT						
AVR. HOURLY WAGE AT PLCMT	7.41	7.04	6.25	NA	NA	7.11
AVR. HRS. PER WK. AT PLCMT	27.86	22.86	25.00	NA	NA	23.91
E. JOB RETENTION AT 13 WEEKS						
NUMBER ON JOB/TOTAL CONTACTS	4/8	35/39	0/1	NA	NA	39/48
RETENTION RATE	50%	90%	0%	NA	NA	81%
F. PARTICIPANT COST						
COST PER PARTICIPANT SERVED	2,507	2,771	4,895	NA	NA	3,589
YOUTH (AGE 16-21) ONLY	NA	NA	NA	NA	NA	NA
ADULT (AGE 22 AND OVER) ONLY	2,507	2,771	4,895	NA	NA	3,589
COST PER PARTICIPANT PLACED	4,299	2,976	39,164	NA	NA	4,681
YOUTH (AGE 16-21) ONLY	NA	NA	NA	NA	NA	NA
ADULT (AGE 22 AND OVER) ONLY	4,299	2,976	39,164	NA	NA	4,681
G. PERCENT OF CONTRACT EARNED	100%	100%	100%	NA	NA	NA
H. BENEFIT/COST FACTOR	2.498	2.813	0.207	NA	NA	1.887

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REPORT:BCR_RPT

PRIVATE INDUSTRY COUNCIL OF SAN FRANCISCO, INC.

Nov 03 1998

PROGRAM YEAR 1997 BENEFIT/COST REPORT

09:37am

Grant Code: 110 - II/C 5t INCENTIVE

PERIOD: 07/01/1997 TO 06/30/1998

A. PIC SUBCONTRACTOR:	PHCDC	SFUSD/ST	REC	PIC	PMC	CCSF
AGENCY #	143	190	256	100	146	110
TYPE OF SUBCONTRACT	CRS	CRS	CRS	CRS	CRS	CRS
TYPE OF ACTIVITY	BRE/OBE	SYS	OED	ADMIN/SUPP	EMP OUTRCH	CHILDCARE
NO. OF MONTHS OF ALL DATA	12 months	12 months	12 months	12 months	12 months	12 months
B. EXPENDITURES (TOTAL BUDGET)	896	28,405	25,000	15,230	2,000	969
TOTAL JTPA EXPENDITURES	896	28,405	25,757	14,552	2,000	890
ADMINISTRATION	0	0	2,011	10,414	0	28
[PERCENT (%) OF TOTAL]	0%	0%	8%	72%	0%	3%
DIRECT TRAINING	0	28,405	7,829	0	0	0
[PERCENT (%) OF TOTAL]	0%	100%	30%	0%	0%	0%
TR. RELATED AND PART. SUP.	896	0	15,917	4,138	2,000	862
[PERCENT (%) OF TOTAL]	100%	0%	62%	28%	100%	97%
NON-JTPA EXPENDITURES	0	10,860	608,772	0	0	0
C. ENROLLMENT/TERMINATION SUMMARY						
TOTAL SERVED/PLAN*	3/10	70/52	11/13	NA	NA	NA
[ACTUAL/PLAN %]	30%	135%	85%	NA	NA	NA
[ACT. YOUTH/ACT. TOTAL %]	67%	100%	0%	NA	NA	NA
TOTAL PLACED/PLAN*	0/4	0/0	0/3	NA	NA	NA
[ACTUAL/PLAN %]	0%	NA	0%	NA	NA	NA
POSITIVE TERMINATIONS	0	0	2	NA	NA	NA
OTHER TERMINATIONS	3	24	1	NA	NA	NA
TOTAL TERMINATIONS	3	24	3	NA	NA	NA
PLACEMENT RATE	0%	0%	0%	NA	NA	NA
POSITIVE TERMINATION RATE	0%	0%	67%	NA	NA	NA
D. QUALITY OF PLACEMENT						
AVR. HOURLY WAGE AT PLCMT	NA	NA	NA	NA	NA	NA
AVR. HRS. PER WK. AT PLCMT	NA	NA	NA	NA	NA	NA
E. JOB RETENTION AT 13 WEEKS						
NUMBER ON JOB/TOTAL CONTACTS	NA	NA	NA	NA	NA	NA
RETENTION RATE	NA	NA	NA	NA	NA	NA
F. PARTICIPANT COST						
COST PER PARTICIPANT SERVED	298	405	2,341	NA	NA	NA
YOUTH (AGE 16-21) ONLY	298	405	NA	NA	NA	NA
ADULT (AGE 22 AND OVER) ONLY	299	NA	2,341	NA	NA	NA
COST PER PARTICIPANT PLACED	INF	INF	INF	NA	NA	NA
YOUTH (AGE 16-21) ONLY	NA	NA	NA	NA	NA	NA
ADULT (AGE 22 AND OVER) ONLY	NA	NA	NA	NA	NA	NA
G. PERCENT OF CONTRACT EARNED	100%	100%	100%	NA	NA	NA
H. BENEFIT/COST FACTOR	0.000	0.000	0.000	NA	NA	NA

REPORT:BCR_RPT

PRIVATE INDUSTRY COUNCIL OF SAN FRANCISCO, INC.

Nov 03 1998

PROGRAM YEAR 1997 BENEFIT/COST REPORT

09:37am

Grant Code: 110 - II/C 5% INCENTIVE

PERIOD: 07/01/1997 TO 06/30/1998

A. PIC SUBCONTRACTOR: AGENCY # TYPE OF SUBCONTRACT TYPE OF ACTIVITY NO. OF MONTHS OF ALL DATA	TOTAL 999 TITLE IIAC 5%INC 12 months					
B. EXPENDITURES (TOTAL BUDGET)	72,500					
TOTAL JTPA EXPENDITURES	72,500					
ADMINISTRATION	12,453					
[PERCENT (%) OF TOTAL]	17%					
DIRECT TRAINING	36,234					
[PERCENT (%) OF TOTAL]	50%					
TR. RELATED AND PART.SUP.	23,813					
[PERCENT (%) OF TOTAL]	33%					
NON-JTPA EXPENDITURES	619,632					
C. ENROLLMENT/TERMINATION SUMMARY						
TOTAL SERVED/PLAN*	84/75					
[ACTUAL/PLAN %]	112%					
[ACT. YOUTH/ACT. TOTAL %]	86%					
TOTAL PLACED/PLAN*	0/7					
[ACTUAL/PLAN %]	0%					
POSITIVE TERMINATIONS	2					
OTHER TERMINATIONS	28					
TOTAL TERMINATIONS	30					
PLACEMENT RATE	0%					
POSITIVE TERMINATION RATE	7%					
D. QUALITY OF PLACEMENT						
AVR. HOURLY WAGE AT PLCMT	NA					
AVR. HRS. PER WK. AT PLCMT	NA					
E. JOB RETENTION AT 13 WEEKS						
NUMBER ON JOB/TOTAL CONTACTS	NA					
RETENTION RATE	NA					
F. PARTICIPANT COST						
COST PER PARTICIPANT SERVED	863					
YOUTH (AGE 16-21) ONLY	610					
ADULT (AGE 22 AND OVER) ONLY	2,379					
COST PER PARTICIPANT PLACED	INF					
YOUTH (AGE 16-21) ONLY	NA					
ADULT (AGE 22 AND OVER) ONLY	NA					
G. PERCENT OF CONTRACT EARNED	NA					
H. BENEFIT/COST FACTOR	0.000					

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PRIVATE INDUSTRY COUNCIL OF SAN FRANCISCO, INC.

Nov 03 1998

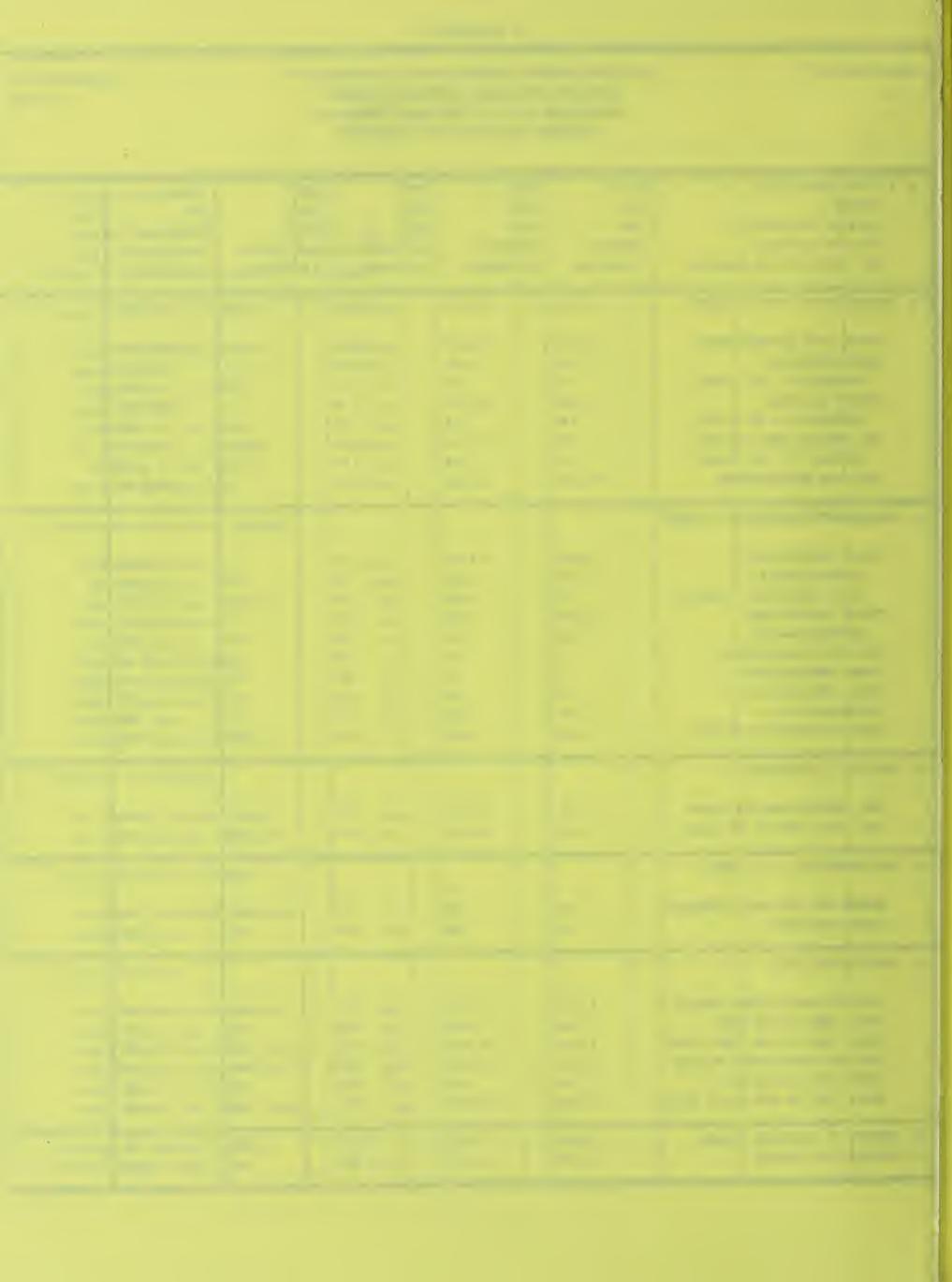
PROGRAM YEAR 1997 BENEFIT/COST REPORT

11:32am

Grant Code: 181 - IIA/C 8%-50% SECG/GAIN

PERIOD: 07/01/1997 TO 06/30/1998

A. PIC SUBCONTRACTOR:	AJ	TFS	PIC	PMC	TOTAL	
AGENCY #	102	192	100	146	999	TITLE IIAC
TYPE OF SUBCONTRACT	CRS	CRS	CRS	CRS	8%-30% GN	
TYPE OF ACTIVITY	BRE/OBE	BRE/OBE	ADMIN/SUPP	EMP OUTRCH	12 months	
NO. OF MONTHS OF ALL DATA	12 months	12 months	12 months	12 months	12 months	
B. EXPENDITURES (TOTAL BUDGET)	65,903	78,097	38,905	1,563	184,468	
TOTAL JTPA EXPENDITURES	65,836	78,097	38,972	1,563	184,468	
ADMINISTRATION	5,839	6,181	33,822	0	45,842	
[PERCENT (%) OF TOTAL]	9%	8%	87%	0%	25%	
DIRECT TRAINING	55,235	55,617	0	0	110,852	
[PERCENT (%) OF TOTAL]	84%	71%	0%	0%	60%	
TR. RELATED AND PART.SUP.	4,762	16,299	5,150	1,563	27,774	
[PERCENT (%) OF TOTAL]	7%	21%	13%	100%	15%	
NON-JTPA EXPENDITURES	68,514	51,693	0	0	120,207	
C. ENROLLMENT/TERMINATION SUMMARY						
TOTAL SERVED/PLAN*	16/16	25/24	NA	NA	41/40	
[ACTUAL/PLAN %]	100%	104%	NA	NA	103%	
[ACT. YOUTH/ACT. TOTAL %]	0%	12%	NA	NA	7%	
TOTAL PLACED/PLAN*	10/10	3/10	NA	NA	13/20	
[ACTUAL/PLAN %]	100%	30%	NA	NA	65%	
POSITIVE TERMINATIONS	2	6	NA	NA	8	
OTHER TERMINATIONS	0	6	NA	NA	6	
TOTAL TERMINATIONS	12	15	NA	NA	27	
PLACEMENT RATE	83%	20%	NA	NA	48%	
POSITIVE TERMINATION RATE	100%	60%	NA	NA	78%	
D. QUALITY OF PLACEMENT						
AVR. HOURLY WAGE AT PLCMT	7.81	10.93	NA	NA	8.53	
AVR. HRS. PER WK. AT PLCMT	35.00	26.67	NA	NA	33.08	
E. JOB RETENTION AT 13 WEEKS						
NUMBER ON JOB/TOTAL CONTACTS	NA	NA	NA	NA	NA	
RETENTION RATE	NA	NA	NA	NA	NA	
F. PARTICIPANT COST						
COST PER PARTICIPANT SERVED	4,114	3,123	NA	NA	4,499	
YOUTH (AGE 16-21) ONLY	NA	1,905	NA	NA	2,894	
ADULT (AGE 22 AND OVER) ONLY	4,114	3,290	NA	NA	4,625	
COST PER PARTICIPANT PLACED	6,583	26,032	NA	NA	14,189	
YOUTH (AGE 16-21) ONLY	NA	NA	NA	NA	NA	
ADULT (AGE 22 AND OVER) ONLY	6,583	24,127	NA	NA	13,522	
G. PERCENT OF CONTRACT EARNED	100%	100%	NA	NA	NA	
H. BENEFIT/COST FACTOR	2.158	0.582	NA	NA	1.034	



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PRIVATE INDUSTRY COUNCIL OF SAN FRANCISCO, INC.

Nov 03 1998

PROGRAM YEAR 1997 BENEFIT/COST REPORT

11:32am

Grant Code: 187 - IIA/C 8%-30% SECG-AND

PERIOD: 07/01/1997 TO 06/30/1998

A. PIC SUBCONTRACTOR: AGENCY # TYPE OF SUBCONTRACT TYPE OF ACTIVITY NO. OF MONTHS OF ALL DATA	AND 104 CRS OCT 12 months	PIC 100 CRS ADMIN/SUPP 12 months	TOTAL 999 TITLE IIAC 8%-30% AND 12 months		
B. EXPENDITURES (TOTAL BUDGET)	59,506	9,251	68,757		
TOTAL JTPA EXPENDITURES	59,506	9,251	68,757		
ADMINISTRATION	4,500	9,251	13,751		
[PERCENT (%) OF TOTAL]	8%	100%	20%		
DIRECT TRAINING	48,006	0	48,006		
[PERCENT (%) OF TOTAL]	81%	0%	70%		
TR. RELATED AND PART. SUP.	7,000	0	7,000		
[PERCENT (%) OF TOTAL]	12%	0%	10%		
NON-JTPA EXPENDITURES	59,507	0	59,507		
C. ENROLLMENT/TERMINATION SUMMARY					
TOTAL SERVED/PLAN*	34/29	NA	34/29		
[ACTUAL/PLAN %]	117%	NA	117%		
[ACT. YOUTH/ACT. TOTAL %]	38%	NA	38%		
TOTAL PLACED/PLAN*	27/18	NA	27/18		
[ACTUAL/PLAN %]	150%	NA	150%		
POSITIVE TERMINATIONS	1	NA	1		
OTHER TERMINATIONS	6	NA	6		
TOTAL TERMINATIONS	34	NA	34		
PLACEMENT RATE	79%	NA	79%		
POSITIVE TERMINATION RATE	82%	NA	82%		
D. QUALITY OF PLACEMENT					
AVR. HOURLY WAGE AT PLACMT	9.57	NA	9.57		
AVR. HRS. PER WK. AT PLACMT	36.26	NA	36.26		
E. JOB RETENTION AT 13 WEEKS					
NUMBER ON JOB/TOTAL CONTACTS	NA	NA	NA		
RETENTION RATE	NA	NA	NA		
F. PARTICIPANT COST					
COST PER PARTICIPANT SERVED	1,750	NA	2,022		
YOUTH (AGE 16-21) ONLY	1,750	NA	2,022		
ADULT (AGE 22 AND OVER) ONLY	1,750	NA	2,022		
COST PER PARTICIPANT PLACED	2,203	NA	2,546		
YOUTH (AGE 16-21) ONLY	2,528	NA	2,921		
ADULT (AGE 22 AND OVER) ONLY	2,041	NA	2,359		
G. PERCENT OF CONTRACT EARNED	100%	NA	NA		
H. BENEFIT/COST FACTOR	8.187	NA	7.086		

1		2		3		4		5		6	
7		8		9		10		11		12	
1	2	3	4	5	6	7	8	9	10	11	12
13	14	15	16	17	18	19	20	21	22	23	24
25	26	27	28	29	30	31	32	33	34	35	36
37	38	39	40	41	42	43	44	45	46	47	48
49	50	51	52	53	54	55	56	57	58	59	60
61	62	63	64	65	66	67	68	69	70	71	72
73	74	75	76	77	78	79	80	81	82	83	84
85	86	87	88	89	90	91	92	93	94	95	96
97	98	99	100	101	102	103	104	105	106	107	108

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PRIVATE INDUSTRY COUNCIL OF SAN FRANCISCO, INC.

Nov 03 1998

PROGRAM YEAR 1997 BENEFIT/COST REPORT

11:32am

Grant Code: 190 - IIA/C8%-30%SECG-SFUSD-STC

PERIOD: 07/01/1997 TO 06/30/1998

A. PIC SUBCONTRACTOR: AGENCY # TYPE OF SUBCONTRACT TYPE OF ACTIVITY NO. OF MONTHS OF ALL DATA	SFUSD 157 CRS STC 12 months	PIC 100 CRS ADMIN/SUPP 12 months	TOTAL 999 TITLE IIAC 8%-30% STC 12 months			
B. EXPENDITURES (TOTAL BUDGET)	67,500	7,500	75,000			
TOTAL JTPA EXPENDITURES	67,216	7,784	75,000			
ADMINISTRATION	2,977	7,784	10,761			
[PERCENT (%) OF TOTAL]	4%	100%	14%			
DIRECT TRAINING	64,239	0	64,239			
[PERCENT (%) OF TOTAL]	96%	0%	86%			
TR. RELATED AND PART. SUP.	0	0	0			
[PERCENT (%) OF TOTAL]	0%	0%	0%			
NON-JTPA EXPENDITURES	40,985	0	40,985			
C. ENROLLMENT/TERMINATION SUMMARY						
TOTAL SERVED/PLAN*	135/267	NA	135/267			
[ACTUAL/PLAN %]	51%	NA	51%			
[ACT. YOUTH/ACT. TOTAL %]	100%	NA	100%			
TOTAL PLACED/PLAN*	0/50	NA	0/50			
[ACTUAL/PLAN %]	0%	NA	0%			
POSITIVE TERMINATIONS	0	NA	0			
OTHER TERMINATIONS	135	NA	135			
TOTAL TERMINATIONS	135	NA	135			
PLACEMENT RATE	0%	NA	0%			
POSITIVE TERMINATION RATE	0%	NA	0%			
D. QUALITY OF PLACEMENT						
AVR. HOURLY WAGE AT PLCMT	NA	NA	NA			
AVR. HRS. PER WK. AT PLCMT	NA	NA	NA			
E. JOB RETENTION AT 13 WEEKS						
NUMBER ON JOB/TOTAL CONTACTS	NA	NA	NA			
RETENTION RATE	NA	NA	NA			
F. PARTICIPANT COST						
COST PER PARTICIPANT SERVED	497	NA	555			
YOUTH (AGE 16-21) ONLY	497	NA	555			
ADULT (AGE 22 AND OVER) ONLY	NA	NA	NA			
COST PER PARTICIPANT PLACED	NA	NA	NA			
YOUTH (AGE 16-21) ONLY	NA	NA	NA			
ADULT (AGE 22 AND OVER) ONLY	NA	NA	NA			
G. PERCENT OF CONTRACT EARNED	100%	NA	NA			
H. BENEFIT/COST FACTOR	0.000	NA	0.000			

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REPORT:BCR_RPT

PRIVATE INDUSTRY COUNCIL OF SAN FRANCISCO, INC.

Nov 03 1998

PROGRAM YEAR 1997 BENEFIT/COST REPORT

11:32am

Grant Code: 191 - IIA/C 8%-30% CDE-JVS-LVN

PERIOD: 07/01/1997 TO 06/30/1998

A. PIC SUBCONTRACTOR:	JVS/LVN	PIC	TOTAL		
AGENCY #	168	100	999		
TYPE OF SUBCONTRACT	CRS	CRS	TITLE IIAC		
TYPE OF ACTIVITY	OCT	ADMIN/SUPP	8%-30% LVN		
NO. OF MONTHS OF ALL DATA	12 months	12 months	12 months		
B. EXPENDITURES (TOTAL BUDGET)	57,618	7,307	64,925		
TOTAL JTPA EXPENDITURES	51,590	12,007	63,597		
ADMINISTRATION	4,224	12,007	16,231		
[PERCENT (%) OF TOTAL]	8%	100%	26%		
DIRECT TRAINING	43,906	0	43,906		
[PERCENT (%) OF TOTAL]	85%	0%	69%		
TR. RELATED AND PART. SUP.	3,460	0	3,460		
[PERCENT (%) OF TOTAL]	7%	0%	5%		
NON-JTPA EXPENDITURES	66,807	0	66,807		
C. ENROLLMENT/TERMINATION SUMMARY					
TOTAL SERVED/PLAN*	35/38	NA	35/38		
[ACTUAL/PLAN %]	92%	NA	92%		
[ACT. YOUTH/ACT. TOTAL %]	3%	NA	3%		
TOTAL PLACED/PLAN*	15/27	NA	15/27		
[ACTUAL/PLAN %]	56%	NA	56%		
POSITIVE TERMINATIONS	5	NA	5		
OTHER TERMINATIONS	15	NA	15		
TOTAL TERMINATIONS	35	NA	35		
PLACEMENT RATE	43%	NA	43%		
POSITIVE TERMINATION RATE	57%	NA	57%		
D. QUALITY OF PLACEMENT					
AVR. HOURLY WAGE AT PLACMT	13.87	NA	13.87		
AVR. HRS. PER WK. AT PLACMT	23.93	NA	23.93		
E. JOB RETENTION AT 13 WEEKS					
NUMBER ON JOB/TOTAL CONTACTS	NA	NA	NA		
RETENTION RATE	NA	NA	NA		
F. PARTICIPANT COST					
COST PER PARTICIPANT SERVED	1,474	NA	1,817		
YOUTH (AGE 16-21) ONLY	1,476	NA	1,812		
ADULT (AGE 22 AND OVER) ONLY	1,473	NA	1,817		
COST PER PARTICIPANT PLACED	3,439	NA	4,239		
YOUTH (AGE 16-21) ONLY	1,476	NA	1,812		
ADULT (AGE 22 AND OVER) ONLY	3,579	NA	4,413		
G. PERCENT OF CONTRACT EARNED	90%	NA	NA		
H. BENEFIT/COST FACTOR	5.018	NA	4.071		

1		2		3		4		5		6	
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8017	8018	8019	8020	8021	8022	8023	8024	8025	8026	8027	8028
8029	8030	8031	8032	8033	8034	8035	8036	8037	8038	8039	8040
8041	8042	8043	8044	8045	8046	8047	8048	8049	8050	8051	8052
8053	8054	8055	8056	8057	8058	8059	8060	8061	8062	8063	8064
8065	8066	8067	8068	8069	8070	8071	8072	8073	8074	8075	8076
8077	8078	8079	8080	8081	8082	8083	8084	8085	8086	8087	8088
8089	8090	8091	8092	8093	8094	8095	8096	8097	8098	8099	80100

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REPORT:BCR_RPT

PRIVATE INDUSTRY COUNCIL OF SAN FRANCISCO, INC.
 PROGRAM YEAR 1997 BENEFIT/COST REPORT
 Grant Code: 515 - IIIA 609 EDWAA FA
 PERIOD: 07/01/1997 TO 06/30/1998

 Nov 03 1998
 02:25pm

A. PIC SUBCONTRACTOR:	AJ	SFSU	CET	CEA	SCE	ACC
AGENCY #	102	103	116	118	124	133
TYPE OF SUBCONTRACT	CRS	CRS	CRS	CRS	CRS	CRS
TYPE OF ACTIVITY	IRO	IRO	IRO	IRO	IRO	IRO
NO. OF MONTHS OF ALL DATA	12 months	12 months	12 months	12 months	12 months	12 months
B. EXPENDITURES (TOTAL BUDGET)	2,950	24,841	38,452	63,259	12,560	2,333
TOTAL JTPA EXPENDITURES	2,950	26,337	39,093	67,022	12,803	2,333
ADMINISTRATION	0	0	0	0	0	0
[PERCENT (%) OF TOTAL]	0%	0%	0%	0%	0%	0%
RETRAINING	2,950	24,580	38,452	62,945	12,560	2,333
[PERCENT (%) OF TOTAL]	100%	93%	98%	94%	98%	100%
BAS. READJ+TR.REL+PART.SUP.	0	1,757	641	4,077	243	0
[PERCENT (%) OF TOTAL]	0%	7%	2%	6%	2%	0%
NON-JTPA EXPENDITURES	0	0	0	0	0	0
C. ENROLLMENT/TERMINATION SUMMARY						
TOTAL SERVED/PLAN*	1/1	10/10	9/9	17/17	4/4	1/1
[ACTUAL/PLAN %]	100%	100%	100%	100%	100%	100%
[ACT. YOUTH/ACT. TOTAL %]	0%	0%	0%	0%	0%	0%
TOTAL PLACED/PLAN*	0/0	1/1	0/0	5/5	1/1	0/0
[ACTUAL/PLAN %]	NA	100%	NA	100%	100%	NA
POSITIVE TERMINATIONS	0	0	0	0	0	0
OTHER TERMINATIONS	1	0	0	1	0	0
TOTAL TERMINATIONS	1	1	0	6	1	0
PLACEMENT RATE	0%	100%	NA	83%	100%	NA
POSITIVE TERMINATION RATE	0%	100%	NA	83%	100%	NA
D. QUALITY OF PLACEMENT						
AVR. HOURLY WAGE AT PLACMT	NA	30.00	NA	18.27	13.25	NA
AVR. HRS. PER WK. AT PLACMT	NA	40.00	NA	32.00	40.00	NA
E. JOB RETENTION AT 13 WEEKS						
NUMBER ON JOB/TOTAL CONTACTS	NA	NA	NA	4/4	0/1	NA
RETENTION RATE	NA	NA	NA	100%	0%	NA
F. PARTICIPANT COST						
COST PER PARTICIPANT SERVED	2,950	2,633	4,343	3,942	3,200	2,333
YOUTH (AGE 16-21) ONLY	NA	NA	NA	NA	NA	NA
ADULT (AGE 22 AND OVER) ONLY	2,950	2,633	4,343	3,942	3,200	2,333
COST PER PARTICIPANT PLACED	INF	26,337	INF	13,404	12,803	INF
YOUTH (AGE 16-21) ONLY	NA	NA	NA	NA	NA	NA
ADULT (AGE 22 AND OVER) ONLY	NA	26,337	NA	13,404	12,803	NA
G. PERCENT OF CONTRACT EARNED	100%	99%	100%	100%	100%	100%
H. BENEFIT/COST FACTOR	0.000	2.369	0.000	2.269	2.153	0.000

REPORT:BCR_RPT

PRIVATE INDUSTRY COUNCIL OF SAN FRANCISCO, INC.

Nov 03 1998

PROGRAM YEAR 1997 BENEFIT/COST REPORT

02:25pm

Grant Code: 515 - IIIA 60% EDWAA FA

PERIOD: 07/01/1997 TO 06/30/1998

A. PIC SUBCONTRACTOR:	MLVS	NTI	PLATT	MCSF	CACS	SI
AGENCY #	137	141	142	145	148	167
TYPE OF SUBCONTRACT	CRS	CRS	CRS	CRS	CRS	CRS
TYPE OF ACTIVITY	IRO	IRO	IRO	IRO	IRO	IRO
NO. OF MONTHS OF ALL DATA	12 months	12 months	12 months	12 months	12 months	12 months
B. EXPENDITURES (TOTAL BUDGET)	58,068	39,900	17,574	26,751	6,200	13,850
TOTAL JTPA EXPENDITURES	58,068	41,310	17,574	27,743	8,981	13,850
ADMINISTRATION	0	0	0	0	0	0
[PERCENT (%) OF TOTAL]	0%	0%	0%	0%	0%	0%
RETRAINING	58,068	39,900	17,574	26,751	6,200	13,850
[PERCENT (%) OF TOTAL]	100%	97%	100%	96%	69%	100%
BAS. READJ+TR.REL+PART.SUP.	0	1,410	0	992	2,781	0
[PERCENT (%) OF TOTAL]	0%	3%	0%	4%	31%	0%
NON-JTPA EXPENDITURES	0	0	0	0	0	0
C. ENROLLMENT/TERMINATION SUMMARY						
TOTAL SERVED/PLAN*	12/12	10/10	4/4	4/4	2/2	2/2
[ACTUAL/PLAN %]	100%	100%	100%	100%	100%	100%
[ACT. YOUTH/ACT. TOTAL %]	0%	0%	0%	0%	0%	0%
TOTAL PLACED/PLAN*	1/1	4/4	1/1	1/1	2/2	1/1
[ACTUAL/PLAN %]	100%	100%	100%	100%	100%	100%
POSITIVE TERMINATIONS	0	0	0	0	0	0
OTHER TERMINATIONS	1	1	0	0	0	0
TOTAL TERMINATIONS	2	5	1	1	2	1
PLACEMENT RATE	50%	80%	100%	100%	100%	100%
POSITIVE TERMINATION RATE	50%	80%	100%	100%	100%	100%
D. QUALITY OF PLACEMENT						
AVR. HOURLY WAGE AT PLCMT	10.00	11.72	26.00	15.00	8.00	17.00
AVR. HRS. PER WK. AT PLCMT	25.00	40.00	40.00	40.00	40.00	40.00
E. JOB RETENTION AT 13 WEEKS						
NUMBER ON JOB/TOTAL CONTACTS	1/1	3/3	0/1	1/1	2/2	1/1
RETENTION RATE	100%	100%	0%	100%	100%	100%
F. PARTICIPANT COST						
COST PER PARTICIPANT SERVED	4,839	4,131	4,393	6,935	4,490	6,925
YOUTH (AGE 16-21) ONLY	NA	NA	NA	NA	NA	NA
ADULT (AGE 22 AND OVER) ONLY	4,839	4,131	4,393	6,935	4,490	6,925
COST PER PARTICIPANT PLACED	58,068	10,327	17,574	27,743	4,490	13,850
YOUTH (AGE 16-21) ONLY	NA	NA	NA	NA	NA	NA
ADULT (AGE 22 AND OVER) ONLY	58,068	10,327	17,574	27,743	4,490	13,850
G. PERCENT OF CONTRACT EARNED	100%	100%	100%	100%	100%	100%
H. BENEFIT/COST FACTOR	0.224	2.360	3.077	1.125	3.706	2.553

REPORT: BCR_RPT

PRIVATE INDUSTRY COUNCIL OF SAN FRANCISCO, INC.

Nov 03 1998

PROGRAM YEAR 1997 BENEFIT/COST REPORT

02:25pm

Grant Code: 515 - IIIA 60% EDWAA FA

PERIOD: 07/01/1997 TO 06/30/1998

A. PIC SUBCONTRACTOR:	SVC	CTC	CAI	GWI/H	GL/H	PTS
AGENCY #	169	170	175	176	178	179
TYPE OF SUBCONTRACT	CRS	CRS	CRS	CRS	CRS	CRS
TYPE OF ACTIVITY	IRO	IRO	IRO	IRO	IRO	IRO
NO. OF MONTHS OF ALL DATA	12 months					
B. EXPENDITURES (TOTAL BUDGET)	0	5,800	17,551	0	131,383	12,153
TOTAL JTPA EXPENDITURES	0	6,490	20,139	0	148,112	12,278
ADMINISTRATION	0	0	0	0	3,526	0
[PERCENT (%) OF TOTAL]	NA	0%	0%	NA	2%	0%
RETRAINING	0	5,800	17,551	0	118,256	12,153
[PERCENT (%) OF TOTAL]	NA	89%	87%	NA	80%	99%
BAS.READJ+TR.REL+PART.SUP.	0	690	2,588	0	26,330	125
[PERCENT (%) OF TOTAL]	NA	11%	13%	NA	18%	1%
NON-JTPA EXPENDITURES	0	0	0	0	71,375	0
C. ENROLLMENT/TERMINATION SUMMARY						
TOTAL SERVED/PLAN*	1/1	1/1	8/8	1/1	39/40	2/2
[ACTUAL/PLAN %]	100%	100%	100%	100%	96%	100%
[ACT. YOUTH/ACT. TOTAL %]	0%	0%	0%	100%	3%	0%
TOTAL PLACED/PLAN*	1/1	0/0	0/0	1/1	14/17	0/0
[ACTUAL/PLAN %]	100%	NA	NA	100%	82%	NA
POSITIVE TERMINATIONS	0	0	0	0	0	0
OTHER TERMINATIONS	0	0	4	0	20	0
TOTAL TERMINATIONS	1	0	4	1	34	0
PLACEMENT RATE	100%	NA	0%	100%	41%	NA
POSITIVE TERMINATION RATE	100%	NA	0%	100%	41%	NA
D. QUALITY OF PLACEMENT						
AVR. HOURLY WAGE AT PLCMT	12.50	NA	NA	13.80	9.42	NA
AVR. HRS. PER WK. AT PLCMT	40.00	NA	NA	20.00	34.43	NA
E. JOB RETENTION AT 13 WEEKS						
NUMBER ON JOB/TOTAL CONTACTS	1/1	NA	NA	1/1	4/8	NA
RETENTION RATE	100%	NA	NA	100%	50%	NA
F. PARTICIPANT COST						
COST PER PARTICIPANT SERVED	0	6,490	2,517	0	3,797	6,139
YOUTH (AGE 16-21) ONLY	NA	NA	NA	0	3,797	NA
ADULT (AGE 22 AND OVER) ONLY	0	6,490	2,517	NA	3,797	6,139
COST PER PARTICIPANT PLACED	0	INF	INF	0	10,579	INF
YOUTH (AGE 16-21) ONLY	NA	NA	NA	0	3,797	NA
ADULT (AGE 22 AND OVER) ONLY	0	NA	NA	NA	11,101	NA
G. PERCENT OF CONTRACT EARNED	NA	100%	100%	NA	100%	100%
H. BENEFIT/COST FACTOR	INF	0.000	0.000	INF	1.595	0.000

REPORT:BCR_RPT

PRIVATE INDUSTRY COUNCIL OF SAN FRANCISCO, INC.

Nov 12 1998

PROGRAM YEAR 1997 BENEFIT/COST REPORT

08:23am

Grant Code: 515 - IIIA 60% EDWAA FA

PERIOD: 07/01/1997 TO 06/30/1998

A. PIC SUBCONTRACTOR:	CLC	SFST	SAA	NCSL/H	BRYMAN	AS
AGENCY #	184	185	188	193	196	201
TYPE OF SUBCONTRACT	CRS	CRS	CRS	CRS	CRS	CRS
TYPE OF ACTIVITY	IRO	IRO	IRO	IRO/OJT	IRO	IRO
NO. OF MONTHS OF ALL DATA	12 months	12 months	12 months	12 months	12 months	12 months
B. EXPENDITURES (TOTAL BUDGET)	21,527	2,138	575	45,698	40,757	395
TOTAL JTPA EXPENDITURES	21,943	2,242	575	46,016	44,785	547
ADMINISTRATION	0	0	0	1,411	0	0
[PERCENT (%) OF TOTAL]	0%	0%	0%	3%	0%	0%
RETRAINING	21,527	2,138	0	41,751	40,757	395
[PERCENT (%) OF TOTAL]	98%	95%	0%	91%	91%	72%
BAS. READJ+TR. REL+PART. SUP.	416	104	575	2,854	4,028	152
[PERCENT (%) OF TOTAL]	2%	5%	100%	6%	9%	28%
NON-JTPA EXPENDITURES	0	0	0	15,400	0	0
C. ENROLLMENT/TERMINATION SUMMARY						
TOTAL SERVED/PLAN*	3/3	1/1	1/1	14/14	11/11	1/1
[ACTUAL/PLAN %]	100%	100%	100%	100%	100%	100%
[ACT. YOUTH/ACT. TOTAL %]	33%	0%	0%	0%	0%	0%
TOTAL PLACED/PLAN*	1/1	1/1	0/0	11/4	2/2	0/0
[ACTUAL/PLAN %]	100%	100%	NA	275%	100%	NA
POSITIVE TERMINATIONS	0	0	0	0	0	0
OTHER TERMINATIONS	1	0	0	2	1	1
TOTAL TERMINATIONS	2	1	0	8	3	1
PLACEMENT RATE	50%	100%	NA	79%	67%	0%
POSITIVE TERMINATION RATE	50%	100%	NA	79%	67%	0%
D. QUALITY OF PLACEMENT						
AVR. HOURLY WAGE AT PLCMT	7.25	8.00	NA	8.62	9.50	NA
AVR. HRS. PER WK. AT PLCMT	40.00	20.00	NA	39.09	33.50	NA
E. JOB RETENTION AT 13 WEEKS						
NUMBER ON JOB/TOTAL CONTACTS	NA	1/1	NA	4/11	2/2	NA
RETENTION RATE	NA	100%	NA	36%	100%	NA
F. PARTICIPANT COST						
COST PER PARTICIPANT SERVED	7,314	2,242	575	3,286	4,071	547
YOUTH (AGE 16-21) ONLY	7,315	NA	NA	NA	NA	NA
ADULT (AGE 22 AND OVER) ONLY	7,314	2,242	575	7,669	4,071	547
COST PER PARTICIPANT PLACED	21,943	2,242	INF	4,183	22,392	INF
YOUTH (AGE 16-21) ONLY	7,315	NA	NA	NA	NA	NA
ADULT (AGE 22 AND OVER) ONLY	NA	2,242	NA	4,183	22,392	NA
G. PERCENT OF CONTRACT EARNED	100%	100%	0%	100%	100%	100%
H. BENEFIT/COST FACTOR	0.687	3.711	0.000	4.189	0.739	0.000

REPORT:BCR_RPT

PRIVATE INDUSTRY COUNCIL OF SAN FRANCISCO, INC.

Nov 03 1998

PROGRAM YEAR 1997 BENEFIT/COST REPORT

02:25pm

Grant Code: S15 - IIIA 604 EDWAFA

PERIOD: 07/01/1997 TO 06/30/1998

A. PIC SUBCONTRACTOR:	MMSB	CCSF/AST	MCTC	CCA	NHI	OSC
AGENCY #	209	216	217	220	221	233
TYPE OF SUBCONTRACT	CRS	CRS	CRS	CRS	CRS	CRS
TYPE OF ACTIVITY	IRO	IRO	IRO	IRO	IRO	IRO
NO. OF MONTHS OF ALL DATA	12 months	12 months	12 months	12 months	12 months	12 months
B. EXPENDITURES (TOTAL BUDGET)	20,350	0	0	5,981	2,922	3,027
TOTAL JTPA EXPENDITURES	21,512	0	0	5,981	2,922	3,027
ADMINISTRATION	0	0	0	0	0	0
[PERCENT (%) OF TOTAL]	0%	NA	NA	0%	0%	0%
RETRAINING	20,350	0	0	5,981	2,922	3,027
[PERCENT (%) OF TOTAL]	95%	NA	NA	100%	100%	100%
BAS. READJ+TR. REL+PART. SUP.	1,162	0	0	0	0	0
[PERCENT (%) OF TOTAL]	5%	NA	NA	0%	0%	0%
NON-JTPA EXPENDITURES	0	0	0	0	0	0
C. ENROLLMENT/TERMINATION SUMMARY						
TOTAL SERVED/PLAN*	4/4	1/1	1/1	1/1	1/1	1/1
[ACTUAL/PLAN %]	100%	100%	100%	100%	100%	100%
[ACT. YOUTH/ACT. TOTAL %]	0%	0%	0%	0%	0%	0%
TOTAL PLACED/PLAN*	1/1	1/1	0/0	0/0	0/0	0/0
[ACTUAL/PLAN %]	100%	100%	NA	NA	NA	NA
POSITIVE TERMINATIONS	0	0	0	0	0	0
OTHER TERMINATIONS	0	0	1	0	0	0
TOTAL TERMINATIONS	1	1	1	0	0	0
PLACEMENT RATE	100%	100%	0%	NA	NA	NA
POSITIVE TERMINATION RATE	100%	100%	0%	NA	NA	NA
D. QUALITY OF PLACEMENT						
AVR. HOURLY WAGE AT PLCMT	9.00	28.00	NA	NA	NA	NA
AVR. HRS. PER WK. AT PLCMT	40.00	40.00	NA	NA	NA	NA
E. JOB RETENTION AT 13 WEEKS						
NUMBER ON JOB/TOTAL CONTACTS	NA	1/1	NA	NA	NA	NA
RETENTION RATE	NA	100%	NA	NA	NA	NA
F. PARTICIPANT COST						
COST PER PARTICIPANT SERVED	5,378	0	0	5,981	2,922	3,027
YOUTH (AGE 16-21) ONLY	NA	NA	NA	NA	NA	NA
ADULT (AGE 22 AND OVER) ONLY	5,378	0	0	5,981	2,922	3,027
COST PER PARTICIPANT PLACED	21,512	0	NA	INF	INF	INF
YOUTH (AGE 16-21) ONLY	NA	NA	NA	NA	NA	NA
ADULT (AGE 22 AND OVER) ONLY	21,512	0	NA	NA	NA	NA
G. PERCENT OF CONTRACT EARNED	100%	NA	NA	100%	100%	100%
H. BENEFIT/COST FACTOR	0.870	INF	NA	0.000	0.000	0.000

REPORT:BCR_RPT

PRIVATE INDUSTRY COUNCIL OF SAN FRANCISCO, INC.

Nov 03 1998

PROGRAM YEAR 1997 BENEFIT/COST REPORT

02:25pm

Grant Code: 515 - IIIA 60% EDWAA FA

PERIOD: 07/01/1997 TO 06/30/1998

A. PIC SUBCONTRACTOR:	ICS	WCC/SL	CSC	EITT	ENET	STG
AGENCY #	237	243	248	259	260	261
TYPE OF SUBCONTRACT	CRS	CRS	CRS	CRS	CRS	CRS
TYPE OF ACTIVITY	IRO	IRO	IRO	IRO	IRO	IRO
NO. OF MONTHS OF ALL DATA	12 months	12 months				
B. EXPENDITURES (TOTAL BUDGET)	4,675	5,610	7,900	2,135	50,215	2,300
TOTAL JTPA EXPENDITURES	7,475	6,402	8,051	2,239	51,313	2,370
ADMINISTRATION	0	0	0	0	0	0
[PERCENT (%) OF TOTAL]	0%	0%	0%	0%	0%	0%
RETRAINING	4,675	5,610	7,900	2,135	50,215	2,300
[PERCENT (%) OF TOTAL]	63%	88%	98%	95%	98%	97%
BAS. READJ+TR.REL+PART.SUP.	2,800	792	151	104	1,098	70
[PERCENT (%) OF TOTAL]	37%	12%	2%	5%	2%	3%
NON-JTPA EXPENDITURES	0	0	0	0	0	0
C. ENROLLMENT/TERMINATION SUMMARY						
TOTAL SERVED/PLAN*	3/3	1/1	2/2	1/1	9/9	2/2
[ACTUAL/PLAN %]	100%	100%	100%	100%	100%	100%
[ACT. YOUTH/ACT. TOTAL %]	0%	0%	0%	0%	0%	0%
TOTAL PLACED/PLAN*	2/2	0/0	0/0	1/1	0/0	1/1
[ACTUAL/PLAN %]	100%	NA	NA	100%	NA	100%
POSITIVE TERMINATIONS	0	0	0	0	0	0
OTHER TERMINATIONS	0	0	0	0	0	1
TOTAL TERMINATIONS	2	0	0	1	0	2
PLACEMENT RATE	100%	NA	NA	100%	NA	50%
POSITIVE TERMINATION RATE	100%	NA	NA	100%	NA	50%
D. QUALITY OF PLACEMENT						
AVR. HOURLY WAGE AT PLCMT	8.50	NA	NA	8.65	NA	17.00
AVR. HRS. PER WK. AT PLCMT	32.50	NA	NA	40.00	NA	40.00
E. JOB RETENTION AT 13 WEEKS						
NUMBER ON JOB/TOTAL CONTACTS	2/2	NA	NA	1/1	NA	1/1
RETENTION RATE	100%	NA	NA	100%	NA	100%
F. PARTICIPANT COST						
COST PER PARTICIPANT SERVED	2,491	6,402	4,025	2,239	5,701	1,185
YOUTH (AGE 16-21) ONLY	NA	NA	NA	NA	NA	NA
ADULT (AGE 22 AND OVER) ONLY	2,491	6,402	4,025	2,239	5,701	1,185
COST PER PARTICIPANT PLACED	3,737	INF	INF	2,239	INF	2,370
YOUTH (AGE 16-21) ONLY	NA	NA	NA	NA	NA	NA
ADULT (AGE 22 AND OVER) ONLY	3,737	NA	NA	2,239	NA	2,370
G. PERCENT OF CONTRACT EARNED	100%	100%	100%	100%	100%	100%
H. BENEFIT/COST FACTOR	3.843	0.000	0.000	8.036	0.000	14.920

Section 3

REPORT:BCR_RPT

PRIVATE INDUSTRY COUNCIL OF SAN FRANCISCO, INC.

Nov 03 1998

PROGRAM YEAR 1997 BENEFIT/COST REPORT

02:25pm

Grant Code: S15 - IIIA 60% EDWAA FA

PERIOD: 07/01/1997 TO 06/30/1998

A. PIC SUBCONTRACTOR:	WI	CBH	GGU	PCS	CRI	QST
AGENCY #	262	264	267	268	270	275
TYPE OF SUBCONTRACT	CRS	CRS	CRS	CRS	CRS	CRS
TYPE OF ACTIVITY	IRO	IRO	IRO	IRO	IRO	IRO
NO. OF MONTHS OF ALL DATA	12 months					
B. EXPENDITURES (TOTAL BUDGET)	5,000	6,885	6,194	4,000	7,800	6,565
TOTAL JTPA EXPENDITURES	5,243	10,202	6,264	4,000	7,835	6,565
ADMINISTRATION	0	0	0	0	0	0
[PERCENT (%) OF TOTAL]	0%	0%	0%	0%	0%	0%
RETRAINING	5,000	6,885	6,194	4,000	7,800	6,565
[PERCENT (%) OF TOTAL]	95%	67%	99%	100%	100%	100%
BAS. READJ+TR.REL+PART.SUP.	243	3,317	70	0	35	0
[PERCENT (%) OF TOTAL]	5%	33%	1%	0%	0%	0%
NON-JTPA EXPENDITURES	0	0	0	0	0	0
C. ENROLLMENT/TERMINATION SUMMARY						
TOTAL SERVED/PLAN*	1/1	1/1	1/1	1/1	1/1	1/1
[ACTUAL/PLAN %]	100%	100%	100%	100%	100%	100%
[ACT. YOUTH/ACT. TOTAL %]	0%	0%	0%	0%	0%	0%
TOTAL PLACED/PLAN*	1/1	0/0	0/0	0/0	0/0	0/0
[ACTUAL/PLAN %]	100%	NA	NA	NA	NA	NA
POSITIVE TERMINATIONS	0	0	0	0	0	0
OTHER TERMINATIONS	0	0	0	0	0	0
TOTAL TERMINATIONS	1	0	0	0	0	0
PLACEMENT RATE	100%	NA	NA	NA	NA	NA
POSITIVE TERMINATION RATE	100%	NA	NA	NA	NA	NA
D. QUALITY OF PLACEMENT						
AVR. HOURLY WAGE AT PLCMT	9.00	NA	NA	NA	NA	NA
AVR. HRS. PER WK. AT PLCMT	40.00	NA	NA	NA	NA	NA
E. JOB RETENTION AT 13 WEEKS						
NUMBER ON JOB/TOTAL CONTACTS	NA	NA	NA	NA	NA	NA
RETENTION RATE	NA	NA	NA	NA	NA	NA
F. PARTICIPANT COST						
COST PER PARTICIPANT SERVED	5,243	10,202	6,264	4,000	7,835	6,565
YOUTH (AGE 16-21) ONLY	NA	NA	NA	NA	NA	NA
ADULT (AGE 22 AND OVER) ONLY	5,243	10,202	6,264	4,000	7,835	6,565
COST PER PARTICIPANT PLACED	5,243	INF	INF	INF	INF	INF
YOUTH (AGE 16-21) ONLY	NA	NA	NA	NA	NA	NA
ADULT (AGE 22 AND OVER) ONLY	5,243	NA	NA	NA	NA	NA
G. PERCENT OF CONTRACT EARNED	100%	100%	100%	100%	100%	100%
H. BENEFIT/COST FACTOR	3.570	0.000	0.000	0.000	0.000	0.000

REPORT:BCR_RPT

PRIVATE INDUSTRY COUNCIL OF SAN FRANCISCO, INC.

Nov 03 1998

PROGRAM YEAR 1997 BENEFIT/COST REPORT

02:25pm

Grant Code: 515 - IIIA 60% EDWAA FA

PERIOD: 07/01/1997 TO 06/30/1998

A. PIC SUBCONTRACTOR:	TC	BRC	AI	AJ/H	CRDC	CCSF/JAC
AGENCY #	278	279	281	102	111	134
TYPE OF SUBCONTRACT	CRS	CRS	CRS	CRS	CRS	CRS
TYPE OF ACTIVITY	IRO	IRO	IRO	OCT/OESL	OCT	OCT/IRO
NO. OF MONTHS OF ALL DATA	12 months	12 months	12 months	12 months	12 months	12 months
B. EXPENDITURES (TOTAL BUDGET)	6,000	436	6,502	82,153	208,894	78,815
TOTAL JTPA EXPENDITURES	6,035	436	6,685	96,688	238,957	81,013
ADMINISTRATION	0	0	0	7,321	20,809	6,834
[PERCENT (%) OF TOTAL]	0%	0%	0%	8%	9%	8%
RETRAINING	6,000	436	6,502	72,318	170,365	71,981
[PERCENT (%) OF TOTAL]	99%	100%	97%	75%	71%	89%
BAS. READJ+TR.REL+PART.SUP.	35	0	183	17,049	47,783	2,198
[PERCENT (%) OF TOTAL]	1%	0%	3%	18%	20%	3%
NON-JTPA EXPENDITURES	0	0	0	166,478	0	0
C. ENROLLMENT/TERMINATION SUMMARY						
TOTAL SERVED/PLAN*	1/1	1/1	1/1	23/23	62/64	72/72
[ACTUAL/PLAN %]	100%	100%	100%	100%	97%	100%
[ACT. YOUTH/ACT. TOTAL %]	0%	0%	0%	5%	0%	0%
TOTAL PLACED/PLAN*	0/0	0/0	0/0	14/12	35/51	27/63
[ACTUAL/PLAN %]	NA	NA	NA	117%	69%	43%
POSITIVE TERMINATIONS	0	0	0	0	0	0
OTHER TERMINATIONS	0	1	0	3	5	10
TOTAL TERMINATIONS	0	1	0	17	40	37
PLACEMENT RATE	NA	0%	NA	82%	88%	73%
POSITIVE TERMINATION RATE	NA	0%	NA	82%	88%	73%
D. QUALITY OF PLACEMENT						
AVR. HOURLY WAGE AT PLACMT	NA	NA	NA	8.57	8.77	19.11
AVR. HRS. PER WK. AT PLACMT	NA	NA	NA	34.04	36.46	36.89
E. JOB RETENTION AT 13 WEEKS						
NUMBER ON JOB/TOTAL CONTACTS	NA	NA	NA	9/13	23/25	18/24
RETENTION RATE	NA	NA	NA	69%	92%	75%
F. PARTICIPANT COST						
COST PER PARTICIPANT SERVED	6,035	436	6,685	4,203	3,854	1,125
YOUTH (AGE 16-21) ONLY	NA	NA	NA	4,203	NA	NA
ADULT (AGE 22 AND OVER) ONLY	6,035	436	6,685	4,203	3,854	1,125
COST PER PARTICIPANT PLACED	INF	INF	INF	6,906	6,827	3,000
YOUTH (AGE 16-21) ONLY	NA	NA	NA	4,203	NA	NA
ADULT (AGE 22 AND OVER) ONLY	NA	NA	NA	7,114	6,827	3,000
G. PERCENT OF CONTRACT EARNED	100%	100%	100%	100%	100%	100%
H. BENEFIT/COST FACTOR	0.000	0.000	0.000	2.196	2.435	12.218

Section 3

REPORT:BCR_RPT

PRIVATE INDUSTRY COUNCIL OF SAN FRANCISCO, INC.

Nov 03 1998

PROGRAM YEAR 1997 BENEFIT/COST REPORT

02:25pm

Grant Code: 515 - IIIA 604 EDWAA FA

PERIOD: 07/01/1997 TO 06/30/1998

A. PIC SUBCONTRACTOR:	MLVS	SHE	HAFP/H	ACEC	PIC	PMC
AGENCY #	137	158	257	280	100	146
TYPE OF SUBCONTRACT	CRS	CRS	CRS	CRS	CRS	CRS
TYPE OF ACTIVITY	OCT	OCT	OCT	OCT	ADMIN/SUPP	EMP OUTRCH
NO. OF MONTHS OF ALL DATA	12 months	12 months	12 months	12 months	12 months	12 months
B. EXPENDITURES (TOTAL BUDGET)	302,118	46,175	56,621	20,985	635,699	11,745
TOTAL JTPA EXPENDITURES	354,869	48,319	58,220	21,089	358,929	11,745
ADMINISTRATION	0	758	5,026	0	251,932	0
[PERCENT (%) OF TOTAL]	0%	2%	9%	0%	70%	0%
RETRAINING	302,118	31,449	49,640	20,985	10,413	0
[PERCENT (%) OF TOTAL]	85%	65%	85%	100%	3%	0%
BAS.READJ+TR.REL+PART.SUP.	52,751	16,112	3,554	104	96,584	11,745
[PERCENT (%) OF TOTAL]	15%	33%	6%	0%	27%	100%
NON-JTPA EXPENDITURES	0	6,871	70,875	0	0	0
C. ENROLLMENT/TERMINATION SUMMARY						
TOTAL SERVED/PLAN*	82/84	16/17	15/20	3/3	NA	NA
[ACTUAL/PLAN %]	98%	94%	75%	100%	NA	NA
[ACT. YOUTH/ACT. TOTAL %]	6%	0%	0%	0%	NA	NA
TOTAL PLACED/PLAN*	24/68	9/12	8/15	0/0	NA	NA
[ACTUAL/PLAN %]	35%	75%	53%	NA	NA	NA
POSITIVE TERMINATIONS	0	0	0	0	NA	NA
OTHER TERMINATIONS	6	0	1	0	NA	NA
TOTAL TERMINATIONS	30	9	9	0	NA	NA
PLACEMENT RATE	80%	100%	89%	NA	NA	NA
POSITIVE TERMINATION RATE	80%	100%	89%	NA	NA	NA
D. QUALITY OF PLACEMENT						
AVR. HOURLY WAGE AT PLCMT	9.80	7.10	7.62	NA	NA	NA
AVR. HRS. PER WK. AT PLCMT	34.96	26.11	33.62	NA	NA	NA
E. JOB RETENTION AT 13 WEEKS						
NUMBER ON JOB/TOTAL CONTACTS	10/18	3/4	1/3	NA	NA	NA
RETENTION RATE	56%	75%	33%	NA	NA	NA
F. PARTICIPANT COST						
COST PER PARTICIPANT SERVED	4,327	3,019	3,881	7,029	NA	NA
YOUTH (AGE 16-21) ONLY	4,327	NA	NA	NA	NA	NA
ADULT (AGE 22 AND OVER) ONLY	4,327	3,019	3,881	7,029	NA	NA
COST PER PARTICIPANT PLACED	14,786	5,368	7,277	INF	NA	NA
YOUTH (AGE 16-21) ONLY	7,213	NA	NA	NA	NA	NA
ADULT (AGE 22 AND OVER) ONLY	15,868	5,368	7,277	NA	NA	NA
G. PERCENT OF CONTRACT EARNED	100%	100%	97%	100%	NA	NA
H. BENEFIT/COST FACTOR	1.205	1.796	1.830	0.000	NA	NA

REPORT:BCR_RPT

PRIVATE INDUSTRY COUNCIL OF SAN FRANCISCO, INC.

Nov 03 1998

PROGRAM YEAR 1997 BENEFIT/COST REPORT

02:25pm

Grant Code: 515 - IIIA 60% EDWAA FA

PERIOD: 07/01/1997 TO 06/30/1998

A. PIC SUBCONTRACTOR:	CCSF	TOTAL				
AGENCY #	110	999				
TYPE OF SUBCONTRACT	CRS	TITLE IIIA				
TYPE OF ACTIVITY	CHILDCARE	60%FA				
NO. OF MONTHS OF ALL DATA	12 months	12 months				
B. EXPENDITURES (TOTAL BUDGET)	95,066	2,277,483				
TOTAL JTPA EXPENDITURES	35,579	2,091,156				
ADMINISTRATION	5,723	303,340				
(PERCENT (%) OF TOTAL)	16%	15%				
RETRAINING	0	1,450,257				
(PERCENT (%) OF TOTAL)	0%	69%				
BAS. READJ+TR.REL+PART.SUP.	29,856	337,559				
(PERCENT (%) OF TOTAL)	84%	16%				
NON-JTPA EXPENDITURES	0	330,999				
C. ENROLLMENT/TERMINATION SUMMARY						
TOTAL SERVED/PLAN*	NA	469/480				
(ACTUAL/PLAN %)	NA	98%				
(ACT. YOUTH/ACT. TOTAL %)	NA	2%				
TOTAL PLACED/PLAN*	NA	172/272				
(ACTUAL/PLAN %)	NA	63%				
POSITIVE TERMINATIONS	NA	0				
OTHER TERMINATIONS	NA	62				
TOTAL TERMINATIONS	NA	234				
PLACEMENT RATE	NA	74%				
POSITIVE TERMINATION RATE	NA	74%				
D. QUALITY OF PLACEMENT						
AVR. HOURLY WAGE AT PLACMT	NA	11.30				
AVR. HRS. PER WK. AT PLACMT	NA	35.35				
E. JOB RETENTION AT 13 WEEKS						
NUMBER ON JOB/TOTAL CONTACTS	NA	94/130				
RETENTION RATE	NA	72%				
F. PARTICIPANT COST						
COST PER PARTICIPANT SERVED	NA	4,458				
YOUTH (AGE 16-21) ONLY	NA	4,106				
ADULT (AGE 22 AND OVER) ONLY	NA	4,465				
COST PER PARTICIPANT PLACED	NA	12,157				
YOUTH (AGE 16-21) ONLY	NA	5,279				
ADULT (AGE 22 AND OVER) ONLY	NA	12,449				
G. PERCENT OF CONTRACT EARNED	NA	NA				
H. BENEFIT/COST FACTOR	NA	1.709				

Section 3

REPORT:BCR_RPT

PRIVATE INDUSTRY COUNCIL OF SAN FRANCISCO, INC.

Nov 03 1998

PROGRAM YEAR 1997 BENEFIT/COST REPORT

02:25pm

Grant Code: 590 - IIIA 40% MIL. BASE CLOSUR

PERIOD: 07/01/1997 TO 06/30/1998

A. PIC SUBCONTRACTOR:	ACC	CCSF/JAC	MLVS	NTI	PLATT	SI
AGENCY #	133	134	137	141	142	167
TYPE OF SUBCONTRACT	CRS	CRS	CRS	CRS	CRS	CRS
TYPE OF ACTIVITY	IRO	IRO	IRO	IRO	IRO	IRO
NO. OF MONTHS OF ALL DATA	12 months	12 months	12 months	12 months	12 months	12 months
B. EXPENDITURES (TOTAL BUDGET)	4,667	3,750	2,685	17,100	5,110	6,135
TOTAL JTPA EXPENDITURES	4,667	3,952	2,693	17,204	5,764	6,135
ADMINISTRATION	0	0	0	0	0	0
[PERCENT (%) OF TOTAL]	0%	0%	0%	0%	0%	0%
RETRAINING	4,667	3,750	2,685	17,100	5,110	6,135
[PERCENT (%) OF TOTAL]	100%	95%	100%	99%	89%	100%
BAS. READJ+TR. REL+PART. SUP.	0	202	8	104	654	0
[PERCENT (%) OF TOTAL]	0%	5%	0%	1%	11%	0%
NON-JTPA EXPENDITURES	0	0	0	0	0	0
C. ENROLLMENT/TERMINATION SUMMARY						
TOTAL SERVED/PLAN*	4/4	1/1	1/1	3/3	1/1	1/1
[ACTUAL/PLAN %]	100%	100%	100%	100%	100%	100%
[ACT. YOUTH/ACT. TOTAL %]	0%	0%	0%	0%	0%	0%
TOTAL PLACED/PLAN*	3/3	0/0	1/1	2/2	0/0	0/0
[ACTUAL/PLAN %]	100%	NA	100%	100%	NA	NA
POSITIVE TERMINATIONS	0	0	0	0	0	0
OTHER TERMINATIONS	1	1	0	1	1	1
TOTAL TERMINATIONS	4	1	1	3	1	1
PLACEMENT RATE	75%	0%	100%	67%	0%	0%
POSITIVE TERMINATION RATE	75%	0%	100%	67%	0%	0%
D. QUALITY OF PLACEMENT						
AVR. HOURLY WAGE AT PLCMT	9.33	NA	14.00	13.30	NA	NA
AVR. HRS. PER WK. AT PLCMT	40.00	NA	35.00	40.00	NA	NA
E. JOB RETENTION AT 13 WEEKS						
NUMBER ON JOB/TOTAL CONTACTS	2/3	NA	NA	1/2	NA	NA
RETENTION RATE	67%	NA	NA	50%	NA	NA
F. PARTICIPANT COST						
COST PER PARTICIPANT SERVED	1,166	3,952	2,693	5,734	5,764	6,135
YOUTH (AGE 16-21) ONLY	NA	NA	NA	NA	NA	NA
ADULT (AGE 22 AND OVER) ONLY	1,166	3,952	2,693	5,734	5,764	6,135
COST PER PARTICIPANT PLACED	1,555	INF	2,693	8,602	INF	INF
YOUTH (AGE 16-21) ONLY	NA	NA	NA	NA	NA	NA
ADULT (AGE 22 AND OVER) ONLY	1,555	NA	2,693	8,602	NA	NA
G. PERCENT OF CONTRACT EARNED	100%	100%	100%	100%	100%	100%
H. BENEFIT/COST FACTOR	12.479	0.000	9.462	3.215	0.000	0.000

REPORT:BCR_RPT

PRIVATE INDUSTRY COUNCIL OF SAN FRANCISCO, INC.

Nov 03 1998

PROGRAM YEAR 1997 BENEFIT/COST REPORT

02:25pm

Grant Code: 590 - IIIA 40% MIL. BASE CLOSUR

PERIOD: 07/01/1997 TO 06/30/1998

A. PIC SUBCONTRACTOR:	CLC	BRYMAN	OSC	WCC/SL	ACT	UCD
AGENCY #	184	196	233	243	246	251
TYPE OF SUBCONTRACT	CRS	CRS	CRS	CRS	CRS	CRS
TYPE OF ACTIVITY	IRO	IRO	IRO	IRO	IRO	IRO
NO. OF MONTHS OF ALL DATA	12 months	12 months	12 months	12 months	12 months	12 months
B. EXPENDITURES (TOTAL BUDGET)	10,862	1,819	2,588	2,805	2,217	1,795
TOTAL JTPA EXPENDITURES	12,723	2,825	2,588	6,693	2,993	1,795
ADMINISTRATION	0	0	0	0	0	0
[PERCENT (%) OF TOTAL]	0%	0%	0%	0%	0%	0%
RETRAINING	10,862	1,819	2,588	2,805	2,217	1,795
[PERCENT (%) OF TOTAL]	85%	64%	100%	42%	74%	100%
BAS. READJ+TR.REL+PART.SUP.	1,861	1,006	0	3,888	776	0
[PERCENT (%) OF TOTAL]	15%	36%	0%	58%	26%	0%
NON-JTPA EXPENDITURES	0	0	0	0	0	0
C. ENROLLMENT/TERMINATION SUMMARY						
TOTAL SERVED/PLAN*	2/2	1/1	2/2	2/2	1/1	1/1
[ACTUAL/PLAN %]	100%	100%	100%	100%	100%	100%
[ACT. YOUTH/ACT. TOTAL %]	0%	0%	0%	0%	0%	0%
TOTAL PLACED/PLAN*	0/0	1/1	1/1	0/0	0/0	0/0
[ACTUAL/PLAN %]	NA	100%	100%	NA	NA	NA
POSITIVE TERMINATIONS	0	0	0	0	0	0
OTHER TERMINATIONS	2	0	1	2	1	1
TOTAL TERMINATIONS	2	1	2	2	1	1
PLACEMENT RATE	0%	100%	50%	0%	0%	0%
POSITIVE TERMINATION RATE	0%	100%	50%	0%	0%	0%
D. QUALITY OF PLACEMENT						
AVR. HOURLY WAGE AT PLCMT	NA	11.79	9.50	NA	NA	NA
AVR. HRS. PER WK. AT PLCMT	NA	40.00	40.00	NA	NA	NA
E. JOB RETENTION AT 13 WEEKS						
NUMBER ON JOB/TOTAL CONTACTS	NA	1/1	1/1	NA	NA	NA
RETENTION RATE	NA	100%	100%	NA	NA	NA
F. PARTICIPANT COST						
COST PER PARTICIPANT SERVED	6,361	2,825	1,294	3,346	2,993	1,795
YOUTH (AGE 16-21) ONLY	NA	NA	NA	NA	NA	NA
ADULT (AGE 22 AND OVER) ONLY	6,361	2,825	1,294	3,346	2,993	1,795
COST PER PARTICIPANT PLACED	INF	2,825	2,588	INF	INF	INF
YOUTH (AGE 16-21) ONLY	NA	NA	NA	NA	NA	NA
ADULT (AGE 22 AND OVER) ONLY	NA	2,825	2,588	NA	NA	NA
G.,PERCENT OF CONTRACT EARNED	100%	100%	100%	100%	100%	100%
H. BENEFIT/COST FACTOR	0.000	8.681	7.635	0.000	0.000	0.000

Section 3

REPORT: BCR_RPT

PRIVATE INDUSTRY COUNCIL OF SAN FRANCISCO, INC.

Nov 03 1998

PROGRAM YEAR 1997 BENEFIT/COST REPORT

02:25pm

Grant Code: 590 - IIIA 40% MIL. BASE CLOSUR

PERIOD: 07/01/1997 TO 06/30/1998

A. PIC SUBCONTRACTOR:	JFKU	NCPF	JDEC	PIC	TOTAL	
AGENCY #	253	258	265	100	999	
TYPE OF SUBCONTRACT	CRS	CRS	CRS	CRS	TITLE IIIA	
TYPE OF ACTIVITY	IRO	IRO	IRO	ADMIN/TRNG	40MB	
NO. OF MONTHS OF ALL DATA	12 months	12 months	12 months	12 months	12 months	
B. EXPENDITURES (TOTAL BUDGET)	1,599	1,935	990	37,676	103,733	
TOTAL JTPA EXPENDITURES	1,599	1,935	1,655	28,512	103,733	
ADMINISTRATION	0	0	0	15,000	15,000	
[PERCENT (%) OF TOTAL]	0%	0%	0%	53%	14%	
RETRAINING	1,599	1,935	990	0	66,057	
[PERCENT (%) OF TOTAL]	100%	100%	60%	0%	64%	
BAS. READJ+TR.REL+PART.SUP.	0	0	665	13,512	22,676	
[PERCENT (%) OF TOTAL]	0%	0%	40%	47%	22%	
NON-JTPA EXPENDITURES	0	0	0	0	0	
C. ENROLLMENT/TERMINATION SUMMARY						
TOTAL SERVED/PLAN*	1/1	1/1	1/1	NA	23/23	
[ACTUAL/PLAN %]	100%	100%	100%	NA	100%	
[ACT. YOUTH/ACT. TOTAL %]	0%	0%	0%	NA	0%	
TOTAL PLACED/PLAN*	1/1	1/1	1/1	NA	11/11	
[ACTUAL/PLAN %]	100%	100%	100%	NA	100%	
POSITIVE TERMINATIONS	0	0	0	NA	0	
OTHER TERMINATIONS	0	0	0	NA	12	
TOTAL TERMINATIONS	1	1	1	NA	23	
PLACEMENT RATE	100%	100%	100%	NA	48%	
POSITIVE TERMINATION RATE	100%	100%	100%	NA	48%	
D. QUALITY OF PLACEMENT						
AVR. HOURLY WAGE AT PLCMT	26.95	10.00	6.90	NA	12.16	
AVR. HRS. PER WK. AT PLCMT	40.00	40.00	40.00	NA	39.55	
E. JOB RETENTION AT 13 WEEKS						
NUMBER ON JOB/TOTAL CONTACTS	NA	1/1	1/1	NA	7/9	
RETENTION RATE	NA	100%	100%	NA	78%	
F. PARTICIPANT COST						
COST PER PARTICIPANT SERVED	1,599	1,935	1,655	NA	4,510	
YOUTH (AGE 16-21) ONLY	NA	NA	NA	NA	NA	
ADULT (AGE 22 AND OVER) ONLY	1,599	1,935	1,655	NA	4,510	
COST PER PARTICIPANT PLACED	1,599	1,935	1,655	NA	9,430	
YOUTH (AGE 16-21) ONLY	NA	NA	NA	NA	NA	
ADULT (AGE 22 AND OVER) ONLY	1,599	1,935	1,655	NA	9,430	
G. PERCENT OF CONTRACT EARNED	100%	100%	100%	NA	NA	
H. BENEFIT/COST FACTOR	35.057	10.749	8.672	NA	2.651	



REPORT:OES_RPT

PRIVATE INDUSTRY COUNCIL OF SAN FRANCISCO, INC.
 PLACEMENT BY OES CODE OCCUPATIONAL DESCRIPTION AND BY PROGRAM ACTIVITY
 Grant Code: 220 - IIA 77% ADULT
 PERIOD: 07/01/1997 TO 06/30/1998

 Oct 06 1998
 04:42pm

O E S	O C C U P A T I O N A L D E S C R I P T I O N S	P R O G R A M A C T I V I T Y			
		C L A S S	O J T	O T H E R	T O T A L
130140	ADMINISTRATIVE SERVICES MANAGERS.....	1	2	0	3
219990	MANAGEMENT SUPPORT WORKERS, NEC.....	4	3	0	7
225140	DRAFTERS.....	1	1	0	2
273020	SOCIAL WORKERS - MEDICAL AND PSYCHIATRIC.....	0	1	0	1
273050	SOCIAL WORKERS - EXCEPT MEDICAL AND PSYCHIATRIC.....	0	1	0	1
273080	HUMAN SERVICE WORKERS.....	0	1	0	1
283990	LEGAL ASST AND TECHNICIANS, EXCEPT CLERICAL, NEC.....	0	1	0	1
315140	VOCATIONAL AND EDUCATIONAL COUNSELORS.....	0	1	0	1
340020	WRITERS AND EDITORS.....	1	0	0	1
340050	TECHNICAL WRITERS.....	1	0	0	1
340080	PUBLIC RELATIONS SPECIALISTS AND PUBLICITY WRITERS.....	1	0	0	1
340280	BROADCAST TECHNICIANS.....	0	2	0	2
399990	OTHER PROFESSIONAL, PARAPROFESSIONAL, AND TECHNICAL WORKERS, NEC.....	1	1	0	2
410020	FIRST LINE SUPERVISORS & MANAGER/SUPERVISORS - SALES & RELATED OCCUPATIONS.....	1	0	0	1
430170	SALES AGENTS - SELECTED BUSINESS SERVICES.....	1	0	0	1
490050	SALES REPRESENTATIVES, SCIENTIFIC AND RELATED PRODUCTS AND SERVICES - EXCEP.....	0	1	0	1
490080	SALES REPRESENTATIVES - EXCEPT SCIENTIFIC AND RELATED PRODUCTS AND SERVICES.....	1	0	0	1
490110	SALESPERSONS - RETAIL.....	2	0	0	2
490112	SALESPERSONS - RETAIL (EXCEPT VEHICLE SALES).....	9	1	0	10
490230	CASHIERS.....	16	0	0	16
499990	SALES AND RELATED WORKERS, NEC.....	2	0	0	2
531020	TELLERS.....	3	1	0	4
538050	RESERVATION AND TRANSPORTATION TICKET AGENTS.....	1	0	0	1
538080	HOTEL DESK CLERKS.....	2	1	0	3
551050	SECRETARIES, MEDICAL.....	1	0	0	1
551080	SECRETARIES, GENERAL.....	3	1	0	4
553050	RECEPTIONISTS AND INFORMATION CLERKS.....	11	4	0	15
553170	CORRESPONDENCE CLERKS.....	1	0	0	1
553230	ORDER CLERKS - MATERIALS, MERCHANDISE, AND SERVICE.....	1	0	0	1
553260	PROCUREMENT CLERKS.....	0	1	0	1
553280	STATISTICAL CLERKS.....	1	0	0	1
553320	INTERVIEWING CLERKS - EXCEPT PERSONNEL, SOCIAL WELFARE.....	1	0	0	1
553350	CUSTOMER SERVICE REPRESENTATIVES - UTILITIES.....	3	0	0	3
553380	BOOKKEEPING, ACCOUNTING, AND AUDITING CLERKS, INCLUDING BOOKKEEPERS.....	2	0	0	2
553410	PAYROLL AND TIMEKEEPING CLERKS.....	1	0	0	1
553470	GENERAL OFFICE CLERKS.....	57	5	0	62
560020	BILLING, POSTING, AND CALCULATING MACHINE OPERATORS.....	1	0	0	1
560080	MAIL MACHINE OPERATORS - PREPARATION AND HANDLING.....	1	0	0	1
560170	DATA ENTRY KEYERS - EXCEPT COMPOSING.....	9	0	0	9
571020	SWITCHBOARD OPERATORS.....	1	0	0	1
571050	DIRECTORY ASSISTANCE OPERATORS.....	1	0	0	1
573080	POSTAL SERVICE CLERKS.....	1	0	0	1
573110	MESSENGERS.....	0	4	0	4
580020	DISPATCHERS - POLICE, FIRE, AND AMBULANCE.....	0	1	0	1
580050	DISPATCHERS - EXCEPT POLICE, FIRE, AND AMBULANCE.....	1	1	0	2
580080	PRODUCTION, PLANNING, AND EXPEDITING CLERKS.....	1	0	0	1
580230	STOCK CLERKS - STOCKROOM, WAREHOUSE, STORAGE YARD.....	0	1	0	1
580280	TRAFFIC, SHIPPING, AND RECEIVING CLERKS.....	1	6	0	7
599990	CLERICAL AND ADMINISTRATIVE SUPPORT WORKERS, NEC.....	0	1	0	1

REPORT:OES_RPT

PRIVATE INDUSTRY COUNCIL OF SAN FRANCISCO, INC.

Oct 06 1998

PLACEMENT BY OES CODE OCCUPATIONAL DESCRIPTION AND BY PROGRAM ACTIVITY

04:42pm

Grant Code: 220 - IIA 77% ADULT

PERIOD: 07/01/1997 TO 06/30/1998

O E S	O C C U P A T I O N A L D E S C R I P T I O N S	P R O G R A M A C T I V I T Y			
		C L A S S	O U T	O T H E R	T O T A L
610990	FIRST LINE SERVICE SUPERVISORS AND MANAGER/SUPERVISORS, NEC.....	0	1	0	1
630470	GUARDS AND WATCH GUARDS.....	3	3	0	6
650020	HOSTS & HOSTesses - RESTAURANT, LOUNGE OR COFFEE SHOP.....	0	1	0	1
650140	DINING ROOM AND CAFETERIA ATTENDANTS AND BARTENDER HELPERS.....	1	0	0	1
650260	COOKS - RESTAURANT.....	3	0	0	3
650280	COOKS - INSTITUTION OR CAFETERIA.....	3	0	0	3
650380	FOOD PREPARATION WORKERS.....	6	1	0	7
660050	MEDICAL ASSISTANTS.....	0	1	0	1
660080	NURSE AIDES.....	9	0	0	9
660110	HOME HEALTH CARE WORKERS.....	5	0	0	5
660390	HEALTH SERVICE WORKERS, NEC.....	2	0	0	2
670020	MAIDS AND HOUSEKEEPING CLEANERS.....	0	2	0	2
670050	JANITORS AND CLEANERS - EXCEPT MAIDS AND HOUSEKEEPING CLEANERS.....	0	1	0	1
830050	PRODUCTION INSPECTORS, TESTERS, GRADERS, SORTERS, SAMPLERS, AND WEIGHERS.....	0	1	0	1
851320	MAINTENANCE REPAIRERS - GENERAL UTILITY.....	6	0	0	6
857050	DATA PROCESSING EQUIPMENT REPAIRERS.....	1	0	0	1
857230	ELECTRICAL POWERLINE INSTALLERS AND REPAIRERS.....	0	1	0	1
859020	HEATING, AIR CONDITIONING, AND REFRIGERATION MECHANICS AND INSTALLERS.....	0	1	0	1
871020	CARPENTERS.....	2	0	0	2
871080	DRYWALL INSTALLERS.....	1	0	0	1
875020	PLUMBERS, PIPEFITTERS, AND STEAMFITTERS.....	0	1	0	1
878990	CONSTRUCTION TRADES WORKERS, NEC.....	0	1	0	1
893110	CABINETMAKERS AND BENCH CARPENTERS.....	3	0	0	3
893140	FURNITURE FINISHERS.....	1	0	0	1
925100	PRINTING PRESS MACHINE SETTERS AND SET-UP OPERATORS.....	3	0	0	3
925460	BINDERY MACHINE OPERATORS.....	2	0	0	2
927210	SEWING MACHINE OPERATORS - NONGARMENT.....	0	1	0	1
929410	CUTTING AND SLICING MACHINE SETTERS AND SET-UP OPERATORS.....	1	0	0	1
939140	WELDERS AND CUTTERS.....	0	1	0	1
939510	ENGRAVING AND PRINTING WORKERS, HAND.....	0	2	0	2
939560	ASSEMBLERS AND FABRICATORS - EXCEPT MACHINE/ELECTRICAL/ELECTRONIC/PRECISION.....	1	1	0	2
971020	TRUCK DRIVERS - HEAVY OR TRACTOR TRAILER.....	3	4	0	7
971050	TRUCK DRIVERS, LIGHT - INCLUDE DELIVERY AND ROUTE WORKERS.....	1	1	0	2
971170	DRIVER/SALES WORKERS.....	0	1	0	1
983120	HELPERS - CARPENTERS AND RELATED.....	5	0	0	5
983150	HELPERS - PLUMBERS, PIPEFITTERS, AND STEAMFITTERS.....	0	1	0	1
983190	HELPERS-CONSTRUCTION TRADES, NEC.....	1	0	0	1
989990	HELPERS, LABORERS, AND MATERIAL MOVERS, HAND, NEC.....	1	1	0	2
	T O T A L	211	71	0	282

Section 4

REPORT:OES_RPT

PRIVATE INDUSTRY COUNCIL OF SAN FRANCISCO, INC.

Oct 06 1998

PLACEMENT BY OES CODE OCCUPATIONAL DESCRIPTION AND BY PROGRAM ACTIVITY

04:42pm

Grant Code: 270 - IIC 82% YOUTH

PERIOD: 07/01/1997 TO 06/30/1998

O E S	O C C U P A T I O N A L D E S C R I P T I O N S	P R O G R A M A C T I V I T Y			
		C L A S S	O J T	O T H E R	T O T A L
225140	DRAFTERS.....	1	0	0	1
490110	SALESPERSONS - RETAIL.....	2	0	0	2
490210	STOCK CLERKS - SALES FLOOR.....	1	0	0	1
490230	CASHIERS.....	4	0	0	4
531020	TELLERS.....	1	0	0	1
553050	RECEPTIONISTS AND INFORMATION CLERKS.....	8	0	0	8
553470	GENERAL OFFICE CLERKS.....	10	0	0	10
560170	DATA ENTRY KEYERS - EXCEPT COMPOSING.....	1	0	0	1
630470	GUARDS AND WATCH GUARDS.....	1	0	0	1
660080	NURSE AIDES.....	2	0	0	2
810080	FIRST LINE SUPERVISORS & MANAGER/SUPERVISORS - PRODUCTION & OPERATING WRKRS.....	1	0	0	1
893110	CABINETMAKERS AND BENCH CARPENTERS.....	1	0	0	1
983110	HELPERS - BRICK AND STONE MASONs, AND HARD TILE SETTERS.....	1	0	0	1
983120	HELPERS - CARPENTERS AND RELATED.....	4	0	0	4
	T O T A L	38	0	0	38

REPORT:OES_RPT

PRIVATE INDUSTRY COUNCIL OF SAN FRANCISCO, INC.

Oct 06 1998

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Grant Code: 230 - IIA 5% OLDER INDIVIDUAL

PERIOD: 07/01/1997 TO 06/30/1998

O E S	O C C U P A T I O N A L D E S C R I P T I O N S	P R O G R A M A C T I V I T Y			
		C L A S S	O J T	O T H E R	T O T A L
490230	CASHIERS.....	5	0	0	5
551080	SECRETARIES, GENERAL.....	1	0	0	1
553380	BOOKKEEPING, ACCOUNTING, AND AUDITING CLERKS, INCLUDING BOOKKEEPERS.....	1	0	0	1
650380	FOOD PREPARATION WORKERS.....	4	0	0	4
670020	MAIDS AND HOUSEKEEPING CLEANERS.....	50	0	0	50
670050	JANITORS AND CLEANERS - EXCEPT MAIDS AND HOUSEKEEPING CLEANERS.....	7	0	0	7
939560	ASSEMBLERS AND FABRICATORS - EXCEPT MACHINE/ELECTRICAL/ELECTRONIC/PRECISION.....	1	0	0	1
	T O T A L	69	0	0	69

Section 4

REPORT:OES_RPT

PRIVATE INDUSTRY COUNCIL OF SAN FRANCISCO, INC.

Oct 06 1998

PLACEMENT BY OES CODE OCCUPATIONAL DESCRIPTION AND BY PROGRAM ACTIVITY

04:42pm

Grant Code: 181 - IIA/C 8%-50% SECG/GAIN

PERIOD: 07/01/1997 TO 06/30/1998

O E S	O C C U P A T I O N A L D E S C R I P T I O N S	P R O G R A M A C T I V I T Y			
		C L A S S	O J T	O T H E R	T O T A L
313022	KINDERGARTEN TEACHERS.....	1	0	0	1
315211	INSTRUCTIONAL AIDES.....	2	0	0	2
531050	NEW ACCOUNTS CLERKS.....	1	0	0	1
660080	NURSE AIDES.....	9	0	0	9
	T O T A L	13	0	0	13

REPORT:OES_RPT

PRIVATE INDUSTRY COUNCIL OF SAN FRANCISCO, INC.

Nov 06 1998

PLACEMENT BY OES CODE OCCUPATIONAL DESCRIPTION AND BY PROGRAM ACTIVITY

09:11am

Grant Code: 187 - IIA/C 8%-30% SECG-AND

PERIOD: 07/01/1997 TO 09/30/1998

O E S	O C C U P A T I O N A L D E S C R I P T I O N S	P R O G R A M A C T I V I T Y			
		C L A S S	O J T	O T H E R	T O T A L
225140	DRAFTERS.....	2	0	0	2
490080	SALES REPRESENTATIVES - EXCEPT SCIENTIFIC AND RELATED PRODUCTS AND SERVICES.....	1	0	0	1
553470	GENERAL OFFICE CLERKS.....	1	0	0	1
630470	GUARDS AND WATCH GUARDS.....	1	0	0	1
871020	CARPENTERS.....	3	0	0	3
871080	DRYWALL INSTALLERS.....	1	0	0	1
893110	CABINETMAKERS AND BENCH CARPENTERS.....	5	0	0	5
893140	FURNITURE FINISHERS.....	1	0	0	1
983110	HELPERS - BRICK AND STONE MASONS, AND HARD TILE SETTERS.....	1	0	0	1
983120	HELPERS - CARPENTERS AND RELATED.....	9	0	0	9
983190	HELPERS-CONSTRUCTION TRADES, NEC.....	1	0	0	1
983230	HELPERS - EXTRACTIVE WORKERS.....	1	0	0	1
	T O T A L	27	0	0	27

Section 4

REPORT:OES_RPT

PRIVATE INDUSTRY COUNCIL OF SAN FRANCISCO, INC.

Nov 06 1998

PLACEMENT BY OES CODE OCCUPATIONAL DESCRIPTION AND BY PROGRAM ACTIVITY

09-11am

Grant Code: 191 - IIA/C 8%-30% CDE-JVS-LVN

PERIOD: 07/01/1997 TO 09/30/1998

O E S	O C C U P A T I O N A L D E S C R I P T I O N S	P R O G R A M A C T I V I T Y			
		C L A S S	O J T	O T H E R	T O T A L
325020	REGISTERED NURSES.....	2	0	0	2
325050	LICENSED VOCATIONAL NURSES.....	11	0	0	11
553470	GENERAL OFFICE CLERKS.....	1	0	0	1
660050	MEDICAL ASSISTANTS.....	1	0	0	1
	T O T A L	15	0	0	15

REPORT:OES_RPT

PRIVATE INDUSTRY COUNCIL OF SAN FRANCISCO, INC.
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Oct 06 1998

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O E S	O C C U P A T I O N A L D E S C R I P T I O N S	P R O G R A M A C T I V I T Y			
		C L A S S	O J T	O T H E R	T O T A L
150080	MEDICINE AND HEALTH SERVICES MANAGERS.....	1	0	0	1
199990	MANAGERS & ADMINISTRATORS, NEC.....	1	0	0	1
211080	LOAN OFFICERS AND COUNSELORS.....	1	0	0	1
211140	ACCOUNTANTS AND AUDITORS.....	2	0	0	2
215110	PERSONNEL, TRAINING, AND LABOR RELATIONS SPECIALISTS.....	1	0	0	1
251050	COMPUTER PROGRAMMERS.....	1	0	0	1
251080	COMPUTER PROGRAMMER AIDES.....	1	0	0	1
251990	COMPUTER SCIENTISTS, NEC.....	1	0	0	1
253020	OPERATIONS AND SYSTEMS RESEARCHERS AND ANALYSTS - EXCEPT COMPUTER.....	1	0	0	1
273080	HUMAN SERVICE WORKERS.....	1	0	0	1
283990	LEGAL ASST AND TECHNICIANS, EXCEPT CLERICAL, NEC.....	1	0	0	1
315211	INSTRUCTIONAL AIDES.....	1	0	0	1
325020	REGISTERED NURSES.....	2	0	0	2
325181	PHARMACY TECHNICIANS.....	1	0	0	1
329170	RADIOLOGIC TECHNOLOGISTS - THERAPEUTIC.....	1	0	0	1
340350	ARTISTS AND RELATED WORKERS.....	4	0	0	4
340382	DESIGNERS - EXCEPT INTERIOR DESIGNERS.....	2	0	0	2
410020	FIRST LINE SUPERVISORS & MANAGER/SUPERVISORS - SALES & RELATED OCCUPATIONS.....	1	0	0	1
430210	TRAVEL AGENTS.....	2	0	0	2
490080	SALES REPRESENTATIVES - EXCEPT SCIENTIFIC AND RELATED PRODUCTS AND SERVICES.....	1	0	0	1
490112	SALESPERSONS - RETAIL (EXCEPT VEHICLE SALES).....	2	1	0	3
490230	CASHIERS.....	2	0	0	2
499990	SALES AND RELATED WORKERS, NEC.....	1	0	0	1
510020	1ST LINE SUPERVISORS & MGR/SUPERVISORS-CLERICAL & ADMIN. SUPPORT OCCUPATION.....	2	0	0	2
531020	SELLERS.....	2	0	0	2
535020	WELFARE ELIGIBILITY WORKERS AND INTERVIEWERS.....	1	0	0	1
551050	SECRETARIES, MEDICAL.....	4	0	0	4
551080	SECRETARIES, GENERAL.....	2	0	0	2
553050	RECEPTIONISTS AND INFORMATION CLERKS.....	3	0	0	3
553070	TYPISTS, INCLUDING WORD PROCESSING.....	1	0	0	1
553280	STATISTICAL CLERKS.....	1	0	0	1
553350	CUSTOMER SERVICE REPRESENTATIVES - UTILITIES.....	1	0	0	1
553380	BOOKKEEPING, ACCOUNTING, AND AUDITING CLERKS, INCLUDING BOOKKEEPERS.....	2	0	0	2
553440	BILLING, COST, AND RATE CLERKS.....	1	0	0	1
553470	GENERAL OFFICE CLERKS.....	17	0	0	17
560020	BILLING, POSTING, AND CALCULATING MACHINE OPERATORS.....	1	0	0	1
560170	DATA ENTRY KEYERS - EXCEPT COMPOSING.....	4	0	0	4
573080	POSTAL SERVICE CLERKS.....	1	0	0	1
573110	MESSENGERS.....	0	4	0	4
580230	STOCK CLERKS - STOCKROOM, WAREHOUSE, STORAGE YARD.....	1	0	0	1
580280	TRAFFIC, SHIPPING, AND RECEIVING CLERKS.....	2	0	0	2
630470	GUARDS AND WATCH GUARDS.....	1	0	0	1
650110	FOOD SERVERS - OUTSIDE.....	1	0	0	1
650140	DINING ROOM AND CAFETERIA ATTENDANTS AND BARTENDER HELPERS.....	1	0	0	1
650260	COOKS - RESTAURANT.....	3	0	0	3
650280	COOKS - INSTITUTION OR CAFETERIA.....	5	0	0	5
650380	FOOD PREPARATION WORKERS.....	7	1	0	8
650990	FOOD SERVICE WORKERS, NEC.....	2	0	0	2
660050	MEDICAL ASSISTANTS.....	16	0	0	16

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PRIVATE INDUSTRY COUNCIL OF SAN FRANCISCO, INC.
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O E S	O C C U P A T I O N A L D E S C R I P T I O N S	P R O G R A M A C T I V I T Y			
		C L A S S	O J T	O T H E R	T O T A L
660080	NURSE AIDES.....	10	0	0	10
660110	HOME HEALTH CARE WORKERS.....	6	0	0	6
670020	MAIDS AND HOUSEKEEPING CLEANERS.....	15	0	0	15
670050	JANITORS AND CLEANERS - EXCEPT MAIDS AND HOUSEKEEPING CLEANERS.....	2	0	0	2
680380	CHILD CARE WORKERS.....	2	0	0	2
830050	PRODUCTION INSPECTORS, TESTERS, GRADERS, SORTERS, SAMPLERS, AND WEIGHERS.....	4	0	0	4
859020	HEATING, AIR CONDITIONING, AND REFRIGERATION MECHANICS AND INSTALLERS.....	1	0	0	1
859260	OFFICE MACHINE AND CASH REGISTER SERVICERS.....	1	0	0	1
927260	LAUNDRY AND DRYCLEANING MACHINE OPERATORS AND TENDERS - EXCEPT PRESSING.....	1	0	0	1
939560	ASSEMBLERS AND FABRICATORS - EXCEPT MACHINE/ELECTRICAL/ELECTRONIC/PRECISION.....	1	0	0	1
971020	TRUCK DRIVERS - HEAVY OR TRACTOR TRAILER.....	3	0	0	3
971050	TRUCK DRIVERS, LIGHT - INCLUDE DELIVERY AND ROUTE WORKERS.....	4	0	0	4
971080	BUS DRIVERS.....	1	0	0	1
989990	HELPERS, LABORERS, AND MATERIAL MOVERS, HAND, NEC.....	0	1	0	1
	T O T A L	165	7	0	172

REPORT:OES_RPT

PRIVATE INDUSTRY COUNCIL OF SAN FRANCISCO, INC.

Oct 08 1998

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		C L A S S	O J T	O T H E R	T O T A L
219110	COMPLIANCE OFFICERS AND ENFORCEMENT INSPECTORS - EXCEPT CONSTRUCTION.....	1	0	0	1
273070	RESIDENTIAL COUNSELORS.....	1	0	0	1
313170	INSTRUCTORS - NONVOCATIONAL EDUCATION.....	1	0	0	1
315140	VOCATIONAL AND EDUCATIONAL COUNSELORS.....	1	0	0	1
329050	MEDICAL AND CLINICAL LABORATORY ASSISTANTS.....	1	0	0	1
553380	BOOKKEEPING, ACCOUNTING, AND AUDITING CLERKS, INCLUDING BOOKKEEPERS.....	2	0	0	2
573110	MESSENGERS.....	1	0	0	1
660080	NURSE AIDES.....	2	0	0	2
830050	PRODUCTION INSPECTORS, TESTERS, GRADERS, SORTERS, SAMPLERS, AND WEIGHERS.....	1	0	0	1
	T O T A L	11	0	0	11



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Revised

PRIVATE INDUSTRY COUNCIL of San Francisco, Inc.

NOTICE of a PUBLIC MEETING of the EVALUATION COMMITTEE

DATE: Tuesday, January 12, 1999
TIME: 9:00 a.m. - 11:00 a.m.
and
DATE: Tuesday, January 26, 1999
TIME: 9:00 a.m. - 11:00 a.m.
LOCATION: City College of San Francisco
33 Gough Street
Auditorium

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Revised Agenda

Public testimony on agenda items as authorized by the Committee chair throughout the meeting

1. Adoption of agenda *
2. Approval of minutes from the Committee's July 31, 1998 meeting (distributed 12/16/98)
3. Review of JTPA performance in PY'97 November 19 Benefit/Cost Report (distributed 12/16/98)
4. Review of recent performance in other selected San Francisco programs (to be provided by 01/12/99):
 - a. CalWORKs-PAES Employment & Training Program and Competitive & Formula Welfare-to-Work Programs
 - b. Homeless Employment Collaborative Program
 - c. Jobs For Youth Programs
 - d. Refugee Programs
 - e. One-Stop System Program
5. Review of draft California Integrated Workforce Development Plan (enclosed) *
6. Recommendations for:
 - a. PY'99 modification of San Francisco's PY'98-'99 JTPA Job Training Plan *
 - b. Implementation of the Workforce Investment Act *
7. Public testimony on non-agenda items

* Requires action by the Evaluation Committee

Issued January 5, 1999



If you require special accommodation due to a disability, please call Roberta Fazande
at 431-8700 or TDD (800) 735-2929 (CRS) at least 72 hours in advance

*Know your rights under the Sunshine Ordinance
(Chapter 67 of the San Francisco Administrative Code)*

Government's duty is to serve the public, reaching its decisions in full view of the public. Commissions, boards, councils, and other agencies of the City and County exist to conduct the people's business. This ordinance assures that deliberations are conducted before the people and that City operations are open to the people's review.

For more information on your rights under the Sunshine Ordinance or to report a violation of the ordinance, contact the Sunshine Ordinance Task Force at 415/554-6075.





PRIVATE INDUSTRY COUNCIL
of San Francisco, Inc.

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MEMORANDUM

TO: MEMBERS OF THE EVALUATION COMMITTEE
MAYOR'S REPRESENTATIVES

DATE: JANUARY 5, 1999

FROM: STEVE ARCELONA

SUBJECT: DRAFT OF THE "CALIFORNIA INTEGRATED WORKFORCE DEVELOPMENT PLAN"

Attached is a draft of the "California Integrated Workforce Development Plan" prepared in response to the State's *Regional Workforce Preparation and Economic Development Act* by the Chancellor of California's Community Colleges, the Secretary of the State's Health and Welfare Agency (which oversees both the Department of Social Services and the Employment Development Department), the Secretary of the State's Trade and Commerce Agency, and the State Superintendent of Public Instruction. The final version of this plan will be submitted to the State Legislature by October 1st of this year. It appears to supplement, but not supplant, California's 35-year-old "Master Plan for Higher Education".

While this draft plan also represents an initial response to the federal *Workforce Investment Act of 1998*, it would extend well beyond the Act's requirements and, as noted in the cover memorandum transmitting it, the "... relationship between this draft plan and the State's (eventual) 'Workforce Investment Plan' required by (that) federal Act" remains to be defined. The Governor is required to submit the State's "Workforce Investment Plan" to the Secretary of Labor by no later than April 1st of 2000.

It is important to note that the attached draft plan attempts to make a distinction between:

- the term "workforce *development* (which) refers to all of the programs which prepare people for work, including all educational segments and special programs, and job training and employment programs, whether operated by public, private, or non-profit entities"; and
- the term "workforce *preparation* (which) refers to job training and employment programs only".

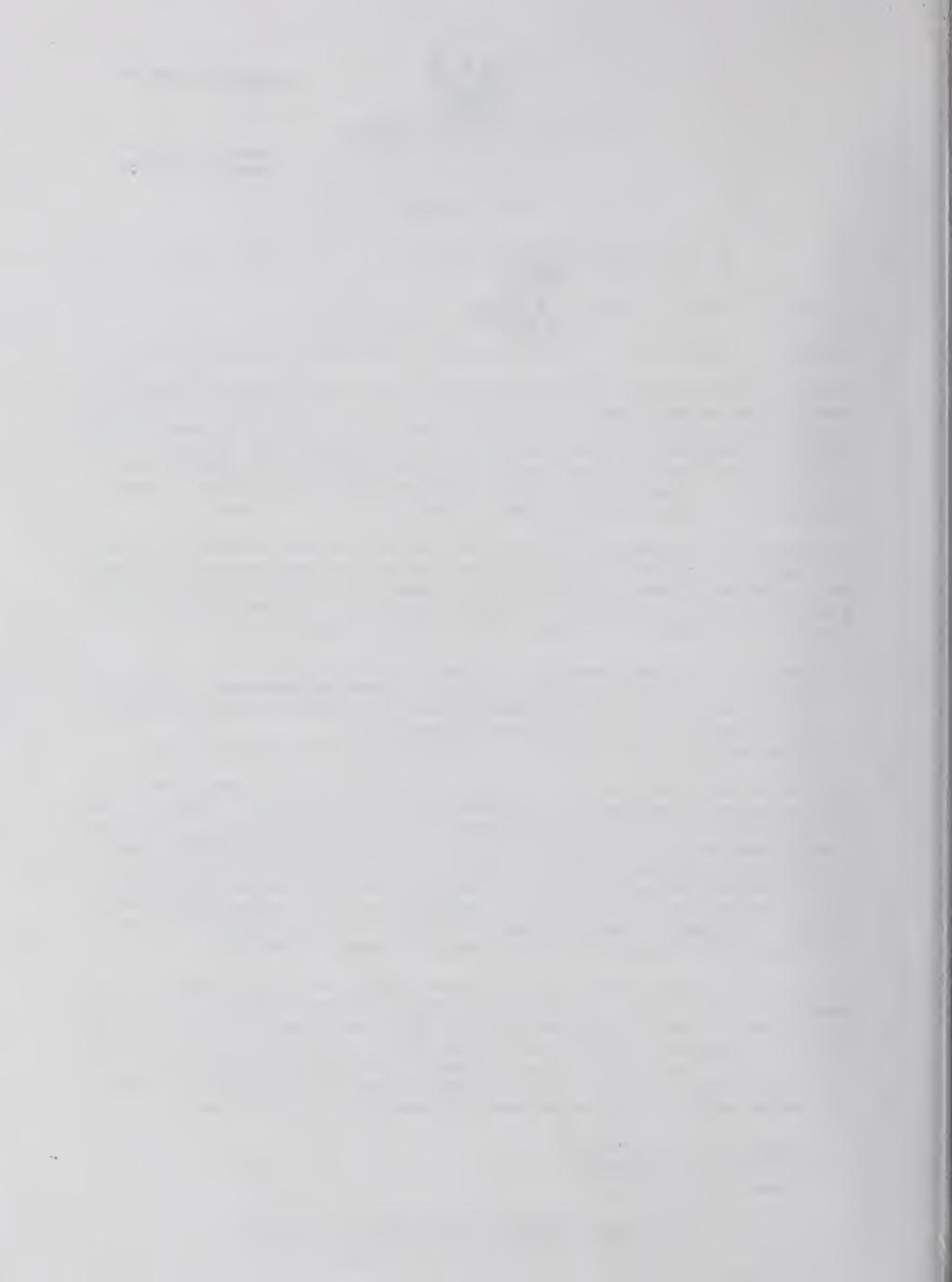
Thus, the attached draft plan describes a proposed "One-Stop, Workforce *Development System*" for the State and its nine Economic Regions. The Bay Area Region would include the ten counties of Alameda, Contra Costa, Marin, Napa, San Francisco, San Mateo, Santa Clara, Santa Cruz, Solano, and Sonoma. As a subsidiary to the final version of that plan, it is anticipated that the State's eventual "Workforce Investment Plan" will address the State's proposed "One-Stop, Workforce *Preparation System*" for the State, its nine Economic Regions, and however many "Local Workforce Investment Areas" are eventually designated. In addition, either or both plans should define the relationships that will be established between the four "partners" that prepared the attached draft plan and the "State and Local Workforce Investment Boards" (or WIBs) or the partnerships that each of them form with their respective elected officials.

While comments and suggestions with respect to the attached draft plan are being solicited, there is no specified date by which or party to whom they should be submitted. Instead during the "coming months" the four "partners" intend "to use regional forums, focus groups, participation in conferences, and other means to ensure that every person who has an interest in this plan will have an opportunity to comment on it. Since representatives of the PIC's Staff and others will undoubtedly participate in some of those forums, focus groups, or conferences, it would be helpful to know if the Council, the Mayor, or both have any particular comments or suggestion with respect to that plan which they want advanced.

cc: PIC Staff and All Subcontractors

Will Lightbourne and SFDHS Staff

Ed Schoenberger and NCCC Staff



State of California

TOM NUSSBAUM
Chancellor

California Community Colleges
1107 Ninth Street
Sacramento, CA 95814-3607

SANDRA SMOLEY R.N.
Secretary

Health and Welfare Agency
1600 Ninth Street, Room 460
Sacramento, CA 95814



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DELAINA EASTIN
Superintendent of Public Instruction

California Department of Education
721 Capitol Mall; P. O. Box 944272
Sacramento, CA 94244-2720

LEE GRISOM
Secretary

Trade and Commerce Agency
801 K Street, Suite 1900
Sacramento, CA 95814

December 18, 1998

To: Service Delivery Area Administrators and
Private Industry Council Chairperson

From: State Partners

- Delaine Eastin, Superintendent of Public Instruction
- Lee Grissom, Secretary of Trade and Commerce
- Tom Nussbaum, Chancellor, California Community Colleges
- Sandra Smoley, R.N., Secretary of Health and Welfare

We are pleased to offer this public review draft of the Integrated State Workforce Development Plan to begin the extensive statewide public discussion of California's future workforce development system. The Regional Workforce Preparation and Economic Development Act responds to a rapidly changing economy requiring a knowledge-based workforce significantly different than the work requirements of the past. This Act requires us to develop an integrated state workforce development plan which will serve as a policy framework for the expenditure of state funds and management of programs which support workforce development. In the Memorandum of Understanding which we signed earlier this year, we affirmed our commitment to work with you to develop this plan; this draft is an important step toward that goal.

Two points must be acknowledged. First, we have had wonderful support from many people in developing this draft. We had six very well-attended regional forums, several meetings of our advisory group, and continuing support from members of the regional partnerships which have been funded under the Act, as well as many informal discussions. Many people took a great deal of time to participate in meetings, review earlier drafts, and give us invaluable comments and suggestions. We believe this draft reflects, synthesizes, and, in many ways, extends beyond the guidance provided by the public participation.

However--and this is our second point--this draft is very much a work in progress, and we expect it to go through many changes before it is finished. The Act as amended by SB 1744 requires us to submit a final plan by October 1, 1999. In coming months, we will open this draft to the broadest possible public review and comment. We expect to use regional forums, focus groups, participation in conferences, and other means to ensure that every person who has an interest in this plan will have the opportunity to comment on it. You may download a copy of the public review draft plan at www.regcolab.cahwnet.gov. The Regional Workforce Preparation and Economic Development Act is based on the concept of partnership. We are committed to making that partnership inclusive.

This draft appears at a very critical time for workforce development programs. The Workforce Investment Act must be implemented, and the relationship between that Act and the state partnership that we represent remains to be defined; so does the relationship between this draft plan and the state Workforce Investment Plan required by the federal act. These subjects are part of the discussion which will take place as we receive your comments on this draft. We also must maintain the continuity of our efforts to create a state workforce development system through the transition to a new Governor's administration, and respond to the changes which California's Legislature may require of workforce development programs. These are dynamic and challenging times; we need your wisdom and your support to continue the progress we have made.

Thank you again for your hard work and support; we look forward to your comments on this draft integrated state workforce development plan. We will provide you with information in the very near future regarding the specific plans and schedules for public meetings and other opportunities to comment on the plan, as well as how you can send your comments to us.

Public Review Draft

California Integrated Workforce Development Plan

Prepared By

**Regional Workforce Preparation and
Economic Development Act
Joint Management Team**

December 1998



Principals:

Delaine Eastin, State Superintendent of Public Instruction

Lee Grissom, Secretary of Trade and Commerce

Tom Nussbaum, Chancellor, California Community Colleges

Sandra R. Smoley, R.N., Secretary of Health and Welfare

Prepared by the Joint Management Team

Patrick Ainsworth

Director, Career Development and Workforce Preparation Division
California Department of Education

Robert J. Hotchkiss

Project Manager
California Health and Welfare Agency

Edward K. Kawahara, Ph.D.

Deputy Secretary
California Trade and Commerce Agency

Ronald Farland, Ph.D.

Dean, Workforce Preparation
Educational Services and Economic Development Division
Chancellor's Office, California Community Colleges

Assisted By:

Pamella Dana, Ph.D., Assistant Secretary, CA Trade and Commerce Agency

Gus Guichard, Vice-Chancellor, Human Resources, Chancellor's Office, CA Community Colleges

Paul Gussman, Administrator, CA Department of Education

Karen Humphrey, Consultant, CA Department of Education

Janet Maglione, Program Mgr. for Job Creation & Investment, CA Trade and Commerce Agency

John Merris-Coots, Consultant, CA Department of Education

Barry Noonan, Ph.D., Chancellor's Office, CA Community Colleges

Anna Solorio, Special Assistant, CA Health and Welfare Agency

Preface

The California Integrated Workforce Development Plan¹—proposes a significant transformation from our current practice of providing social services, welfare-to-work, education, workforce preparation and job placement services into a comprehensive model which defines how each program can relate to each other to build a stronger system.

This draft plan sets the context by delineating the dramatic changes which have taken place in the state's economy. It identifies key subsystems, initiatives and programs which have had an impact on shaping California's present workforce. It views the future—not only as we expect it to be but as we believe, we should be trying to shape it. It addresses the people to be served and the services to be offered in a new Integrated State Workforce Development System, as well as the systems and strategies which make up the whole. In all those areas, it offers conclusions based on a review of current knowledge and the direct input of many participants in the plan development process. Those conclusions lead to a number of broad policy goals, which are then narrowed down to more specific policy recommendations.

The recommendations included in this plan are challenging. First, they propose collaborative leadership to provide the policy framework for the California Workforce Development System—a framework which should be flexible and continuously responsive to the state's rapidly changing economy. Second, they respond to the needs of unique regional economies throughout California by allowing for—in fact, encouraging—diverse models of regional collaboratives to provide workforce development services and products. Third, they define the regional collaboratives as formal partnerships among all providers of social service, welfare-to-work, education, workforce preparation and economic development services and products. Fourth, they envision a workforce development system which is responsive to all Californians, providing opportunities to enhance the growth and well-being of individuals, business and labor, communities, and regional economies, as well as that of the state.

These recommendations will require critical dialogue and review not just by those vested in the current system, but by all Californians who care about our state's future. We encourage your full participation in the process and welcome your input on this public review draft.

¹ The terms "workforce development" and "workforce preparation" are given different meanings in this draft. The terms are generally used interchangeably, as they are in the Act. However, we found that a useful distinction could be made. Workforce development refers to all of the programs which prepare people for work, including all educational segments and special programs, and job training and employment programs, whether operated by public, private or non-profit entities. Workforce preparation refers to job training and employment programs only.

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The Context

California shall have a comprehensive Workforce Development System of education and workforce preparation linked to economic development, that sets the standard for the nation and world, in order to improve the quality of life for all Californians, to achieve sustainable economic growth, and to meet the demands of global competition in the new economy.

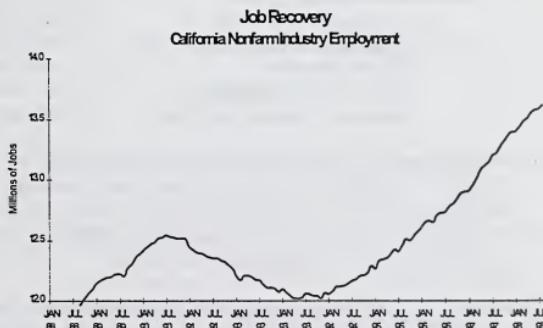
California's Economy

There is compelling statistical evidence that California's economy has changed in fundamental ways in the past decade. California's business, government, education and community leaders must respond in equally fundamental ways if the state is to retain its competitive edge in the 21st Century. The California Economic Strategy Panel found an industry mix substantially different from the economic base of our past (see commerce.ca.gov/hneweconomy). In this seminal work, the California Economic Strategy Panel determined that this dramatic transformation is systemic and not cyclical.

The transformation is from a post-World War II economy highly dependent on defense-related and natural resource-based activities to a

“new economy” with a significantly different industrial mix. This mix includes a variety of activities from high-tech manufacturing, advanced telecommunications, motion pictures and multimedia, tourism, space and navigation, professional services,

tools and content for the Internet to biotechnology and genetic engineering. Nearly all the new jobs created since California's recovery began in 1994 are either directly or indirectly attributed to these emerging industries.



This transformation is causing changes in the way businesses operate to remain competitive. Several common characteristics define how businesses operate in the new economy. First, employees' knowledge, experience and attitude are central to businesses' competitive success. Second, the new emerging industrial mix has deep, rich interconnections within and between companies, organizations and public institutions.

"In 1991, nearly 1 out of 3 American workers had been with their employer for less than a year, and almost 2 out of 3 for less than 5 years."

The United States' contingent workforce - consisting of roughly 45,000,000 temporaries, self-employed, part-timers or consultants - has grown 57% since 1980. Going, not yet gone, are the 9-5 workdays, lifetime jobs, predictable hierarchical relationships, corporate culture security blankets, and, for a large and growing sector of the workforce, the workplace itself (replaced by a cybernetics 'workspace').

Constant training, retraining, job-hopping and even career-hopping, will become the norm.

Mary O'Hara-Devereaux and
Robert Johnson
*Global Work: Bridging
Distance, Culture and Time*

Companies that compete with each other also collaborate to develop shared talent and infrastructure. Information and communications technology enables this connecting process. Third, companies supply parts and components, and manufacture and sell globally against foreign competition. Fourth, much of the innovation, new products, parts and components are produced by sole proprietors and small companies. Fifth, companies compete to develop and produce innovative products and services faster than their competition.

The changes in the way businesses operate are placing new demands on employees. First, the end of lifetime employment with one company has passed; the average worker will change jobs an average of six times. Second, the workplace is being transformed into a "high performance" arena requiring workers to take on a greater variety of tasks through improved basic

skills requiring literacy, computational abilities and work readiness and flexibility skills. Third, jobs will require rapidly changing skill-sets which will require opportunities for life-long learning for all workers. Fourth, computer competence and utilization of rapidly changing technologies will increasingly become a prerequisite to compete, or even survive, in the workforce.

In regional forums throughout the state, the California Economic Strategy Panel heard from hundreds of leaders representing emerging industry clusters and the fastest job-producing industry sectors. When given a multitude of factors such as

regulatory policies, capital and business climate, these business leaders agreed across the board, that the three primary areas which profoundly affect the capacity and prospects of California's businesses to prosper and the economy to grow were: 1) workforce preparation; 2) education; and 3) the balance between California's taxation and regulatory policies, and the benefits from an improved infrastructure and quality of life.

This poses a challenge for a universal workforce development strategy that provides all workers with opportunities for education and training to compete in a rapidly changing workforce environment. The challenge is to go beyond the conventional system of categories and funding silos to a collaborative model that serves the changing needs of all Californians.

This need is illustrated by the fact that some of the most significant changes and demands in California's job recovery in the past decade impacted the middle group of mostly older workers. This resulted both from the loss of jobs from a post-World War II economy, and the changing workplace of the emerging industrial mix in the new economy.

Most of the jobs were in blue-collar manufacturing jobs tied to defense-related production and services, natural resource-based jobs such as oil, gas, timber, agriculture and fisheries, and professional jobs such as middle management, professional support services and engineering in aerospace. The job cuts, downsizing and consolidations of large companies had a significant impact on middle management, and on human resource, legal, accounting and professional support staff. At the same time, these workers have had to respond to the demands of the new economy which require high performance, rapidly changing skill-sets and computer competency and utilization of rapidly changing technology.

During the early 1900's, 85% of our workers were in agriculture. Now, agriculture involves less than 3% of the workforce.

In 1950, 73% of U.S. employees worked in production or manufacturing. Now less than 15% do.

The U.S. Department of Labor estimates that by the year 2000, at least 44% of all workers will be in data services - for example, gathering, processing, retrieving or gathering information.

Price Pritchett
New Work Habits for a Radically Changing World

The new economy is the future of California. California is in a leadership position globally in most of the emerging industrial mix that is driving new jobs, including peripheral support jobs (sole proprietor, small businesses and public institutions), and is sustaining our quality of life. As the Center for the Continuing Study for the California Economy describes, a leadership position in technology, foreign trade, entertainment and tourism and professional services was the factor that created the strong economy seen in California since 1995. New products in multimedia, advanced telecommunications and the use of the Internet symbolize California's leadership position in future growth industries. *The critical question is whether all Californians are prepared to compete and succeed in the new economy.* California's workforce development system must change in fundamental ways if the state is to retain its competitive edge in the 21st century.

Given these changes, we need to review California's current workforce development programs, envision a clear picture of California's future and draw conclusions which lead us to policy goals and recommendations.

Section
2

Workforce Development Programs in California

Currently, the workforce development programs in California are delivered through public educational institutions, employment and training agencies, private postsecondary institutions, community-based and nonprofit organizations and in-house business and industry training. The total public revenue investment is substantial. The following provides an estimated breakdown of public sector investment and reveals the challenge of systemic reform. The task is to transform a myriad of independent and unconnected programs into an integrated, collaborative statewide workforce development system to meet the demands of California's new economy.

Public Education

- **\$4.4 billion** The University of California and California State University systems provide education for professional, technical and scientific careers. They also provide fee-based specialized and customized education and training programs through the University of California Extension System.
- **\$2.2 billion** The California Community Colleges have the mission to offer academic and vocational education at the lower division level and seeks to advance California's economic growth and global competitiveness through education, training, and services that contribute to continuous workforce improvement.
- **\$581 million** The K-12 Public School Districts offer **Adult Education** and the Community College system offers **Non-Credit Adult Programs** which provide basic education, literacy, and vocational skills for adults.
- **\$420 million** **Regional Occupational Centers and Programs** provide training for high school students and adults to transition to advanced education and training, secure employment or upgrade existing job skills.
- **\$35.8 billion** The K-12 Public School system provides academic preparation, introductory vocational education and career development programs.

State and Federal Employment and Training

- **\$71 million** The **Workforce Investment Act Title I and Title II** (formerly the federal Job Training Partnership Act) provide training resources for disadvantaged youths, adults and dislocated workers.

- **\$1.1 billion** CalWorks (California's version of the 1996 federal Personal Responsibility and Work Opportunity Reconciliation Act enacting welfare reform) provides funding to counties, Service Delivery Areas, community colleges, Adult Education and Regional Occupational Programs and numerous support service organizations for training, job placement and service support.
- **\$452 million** The Health and Welfare Agency departments have programs that include Senior Community Service, Job Services, Veteran Services, Wagner-Peyser funds, Trade Adjustment Assistance, Vocational Rehabilitation and Supported Employment, Food Stamps Employment and Training and Refugee Assistance.
- **\$162 million** The Employment Training Panel, California Conservation Corps, Apprenticeship programs and Job Creation Investment Fund provide training and placement services to California residents.
- **\$224 million** There are a variety of other state and federal programs, such as the Housing and Community Development Job Training and Employment Services, inmate employment and vocational education for incarcerated youths and adults and the Stewart B. McKinney Homeless Assistance program.

Other Training

The investment in private post-secondary institutions, community-based and nonprofit organizations and in-house business and industry training from tuition, fees, public grants and contracts, private donations and reinvestment adds additional dollars to the billions spent on social support, education, training and job placement. In fact, it is estimated that two-third of California's "small" businesses (20-49 employees) offer some type of formal education and training, rising to approximately 90% for larger firms (over 250 employees). Employers are twice as likely to conduct education and training programs themselves than hire outsiders for that purpose (California Public Policy Seminar, 1998).

Section
3

Principles

The Workforce Development Plan is based on principles drawn from the Act, the Memorandum of Understanding, various planning meetings, the regional forums, and the advisory group as well as prior reform efforts. These principles provide a consistent frame of reference through which to view the policy recommendations and goals that are presented in this Plan.

California's Workforce Development System Will:

- Ensure that California has the highly-skilled, adaptable and creative workforce necessary for the new California economy of the 21st century;
- Be customer-driven and provide for universal access to information, services and resources;
- Prepare workers to be adaptable to accelerating changes in the economy, committed to lifelong learning, and knowledgeable and skilled for the global economy;
- Be organized regionally to link education, workforce preparation and economic development, to achieve a growing and sustainable regional economy;
- Be based on consultation with all stakeholders in a collaborative process;
- Build upon regional and statewide initiatives in education, workforce preparation and economic development;
- Make effective use of data, research and technology to improve systems development and encourage continuous quality improvement to ensure that all resources are used efficiently and effectively;
- Be held accountable at the state and regional levels based on performance measured by well-defined standards and outcomes; and
- Recognize the roles and statutory authorities of state and local governing bodies and administrative agencies.
- Promote new working relationships and interagency agreements to improve the quality of life, sustain the regional economy and maintain California's leadership in the global economy.

Vision and Future State

The Vision and Future State for California's Workforce Development System

California's Vision

California has a long tradition of economic growth based on innovation, creativity, opportunity, and entrepreneurship. The education, workforce preparation, and economic development structures that have served in the past are being challenged to evolve into a system that develops the citizenry to the highest possible levels of knowledge and skill necessary to compete in the new workplace. It is against this challenge for systemic change that an overarching vision for California's Workforce Development is proposed:

"California shall have a comprehensive Workforce Development System of education and workforce preparation linked to economic development, that sets the standard for the nation and world, in order to improve the quality of life for all Californians, to achieve sustainable economic growth, and to meet the demands of global competition in the modern economy."

This vision articulates both the anticipation of future prosperity and an imperative to action. Certainly, Californians have embraced these ideas in the past, and are challenged by the rapidly changing economy and conditions to create new systemic approaches. This vision creates expectations for the future state of California's workforce development system, the people served, the essential services they receive, and the systems and strategies necessary for success.

The Future State of California's Workforce Development System

Attaining the vision requires a clear understanding of the outcomes and conditions that can be expected and achieved in the workforce development system. Although it is difficult to predict with any certainty what the future state will be, it is important to describe what California can expect as the result of implementing the vision. Implementing these actions is ambitious, yet achievable. Connecting education, workforce preparation, and the California economy will require concerted effort and fundamental systemic change. The "Workforce Development System of 2001" will result in the following expectations for the future state of California's workforce development system, the people served, the essential services they receive and the systems and strategies necessary for success.

People Served

Conclusions

- California's workforce development system must ensure universal access for all Californians.
- Workforce development services must meet the needs of both the individual and the economy.
- Workforce development services are a fundamental requirement for individual well-being, for economic growth, for social stability and for a high quality of life for all Californians.
- Workforce development must be integral to all levels of education, rather than an adjunct to education.
- Workforce development services must be available when the individual and the economy require them.
- Workforce development services are essential throughout each individual's lifetime; they must be easily accessible in a timely fashion, and provided in a form needed to secure and maintain employment and for career advancement.
- The rapidly changing demands of global economic competition require a flexible and responsive workforce development system and adaptable, well-educated, highly skilled workers.

- Because education segments and job training programs do not function as a system, customers of these programs may not have access to the services they need, when they need them.
- Many workforce preparation programs are viewed as "second chance" programs and are not articulated with higher levels of education and training.
- These conditions result in structural differences between the skills, knowledge and abilities of the workforce and those the economy requires, and exacerbate social and economic disparities.
- The people served by California's workforce development system must have access to the education and training needed to help them achieve their highest levels of knowledge and skills, to ensure they have the opportunities to advance in their careers, and to meet the rapidly changing needs of a technology driven entrepreneurial economy.

Policy Goals

- A. Ensure every Californian, student, worker or employer, universal access to the workforce development services they need to attain the highest possible educational and skill levels.
- B. Guarantee that every Californian will have timely access to the workforce development services needed throughout their lifetimes.
- C. Eliminate regulatory or administrative barriers which may limit access to services or exclude some from opportunities to improve their skills and knowledge.
- D. Ensure that all students who leave the K-12, adult education and community college systems meet established academic standards and are prepared for employment, higher training or advanced education.
- E. Provide those Californians who have special barriers to employment with the opportunities and support necessary to help them achieve their full potential as productive, self-sufficient citizens.
- F. Ensure that individual cumulative education and training, whether obtained through public agencies and institutions, industry training, or private schools, is recorded, credited, and held confidential.
- G. Ensure that California's workforce development system is completely articulated so that lower-wage, lower skill workers, displaced workers, and others with special needs have ready access to programs which offer higher levels of education and training.

Policy Recommendations

1. Assess the availability of resources and the capacities of existing workforce development programs to ensure that all Californians have access to the services they need.
2. Implement academic standards for the K-12 system; relate these to workplace requirements established by employers; and increase the number of students meeting those state standards and graduating from high school.
3. Coordinate services to recipients of public assistance and low-income workers to ensure that they receive the full range of workforce development and support services necessary to prepare them for self-sustaining employment.
4. Develop methods to document individual lifetime education and training, whether obtained through public or private educational institutions or industry-based training, to provide each individual with a portable, transferable, and confidential cumulative record of education and training.
5. Require regional and local education and job training providers to demonstrate that their programs and services are designed to:
 - Prepare individuals with the skills necessary to attain high-skill, high-wage jobs;
 - Help individuals acquire the skills and knowledge necessary to achieve self-sufficiency and lifetime career employment;
 - Assist individuals in upgrading skills and making career changes; and
 - Support regional economic strategies and goals.

Essential Services

Conclusions

- Workforce development services are provided through a very large and complex array of public, private, and non-profit agencies and programs.
- Access to these public and private education and training services is complicated by the wide variety of entrance, eligibility and financial requirements.
- Therefore, some individuals may not have access to necessary services because they do not have access to information regarding the services available and the requirements to obtain those services.
- Workforce development services must be widely understood, available and easily accessible.

- Each Californian's workforce development needs is unique, based on individual abilities and career choices; each Californian must have easy access to all of the information and services they require throughout life.
- California's economy and society require a workforce development system which includes all of the education, training, and support services necessary to prepare each individual for the highest level of skill and knowledge, and which makes these services readily available.
- Business, industry, labor organizations and the public have repeatedly expressed concern regarding job seekers' and employees' lack of essential employability skills and inadequate preparation for California's high-technology economy.
- California's education system has the primary responsibility for providing all Californians with the basic skills, knowledge, abilities and attitudes necessary for individual success and a competitive state economy.
- California has made a substantial investment in recently-initiated education reforms which will improve the academic performance of all students by creating new academic standards, establishing assessment and accountability methods, reducing class size, providing better preparation for teachers, using alternative education methods, and providing the best current instructional resources, tools and technology.
- California's Community Colleges, Regional Occupation Centers and Programs, public adult education system and private vocational and technical schools, provide adults with many education and training opportunities to attain basic and advanced academic skills, entry level employment skills, preparation for advanced training or higher education, upgrading of skills necessary for career advancement or career change, and preparation for high-skill technical occupations.
- The University of California, California State Universities, and private colleges and universities, together with the Community Colleges prepare individuals for highly technical and professional careers. Universities perform vital research functions which are at the center of new technologies and support some of the most important industries in California.
- A variety of federal and state employment and job training programs provide critically important services to communities and individuals, by assisting with job search, training for entry-level jobs, retraining for re-employment and new careers, providing upgrade skills training, and providing income replacement for workers who have been laid off or injured.

- Federal and state welfare reform legislation has not only restructured public assistance, but has created an important link between workforce development services and social services, including financial assistance. New programmatic and operational flexibility, and collaboration among agencies to combine resources have provided communities and individuals with new capacity to find employment, reduce reliance on public assistance and help recipients and low-skill workers move up the economic ladder.
- Small businesses play a key role in California's economic growth, particularly those businesses that are instrumental in turning new technologies into new industries. Small businesses that are flexible, innovative, creative, service oriented and technology based benefit the economy, encourage entrepreneurs, and create new employment opportunities.
- A well-educated, well-trained and adaptable workforce raises productivity and wages, and creates new jobs by making California an attractive place for employers to locate and invest.
- Education and training provided by business and industry is an essential component of California's workforce development system; expansion of industry training through public-private partnerships and public agency support of industry training is intrinsically beneficial to California's economy.

Policy Goals

- A. Ensure that California's workforce development system offers the full range of education, training, employment, and support services necessary to help all Californians reach self-sufficiency, individual employment and career goals, and maintain a high quality of life.
- B. Ensure that each individual has easy access to a single source for all of the information and assistance needed to make informed choices among the full range of workforce development services.
- C. Include essential employability skills as integral components of all education and job training programs.
- D. Provide necessary support services and income assistance to workers and job seekers who face special barriers in achieving self-sufficiency.
- E. Ensure that all students who leave the K-12, adult education and community college systems meet established academic standards and are prepared for employment, higher training or advanced education.

- F. Encourage regional partnerships to address the full range of workforce development needs, including skills upgrading, new career and career advancement assistance, services for economically disadvantaged workers and job seekers, programs for special populations, entrepreneurial training and assistance, and support for industries which have exceptional workforce needs.
- G. Expand opportunities for education and training to be conducted in contextual situations and on the job.

Policy Recommendations

- 1. Make access to the full range of information on workforce development services a priority in the design of regional workforce development systems, one-stop services, technological infrastructures, and individual programs.
- 2. Using appropriate methods, integrate essential employability skills, knowledge of the workplace and of industries and occupations in all educational segments as well as in job training and employment programs, particularly in K-12 education.
- 3. Promote initiatives, such as School-to-Career, which link academic and vocational education, secondary and post-secondary education, and school-site and work-site education.
- 4. Continue state support for critical efforts to reform education and training in all educational segments, and to implement assessment and accountability measures.
- 5. Expand private sector participation in developing academic, career education, and occupational skill standards to ensure that education and training respond to the rapidly changing needs of the workplace.
- 6. Establish career education and career development standards and programs to ensure that all students and participants leave the education and training programs with career awareness, and the ability to explore employment and career choices and use workforce development services, especially One-Stop career centers.
- 7. Expand successful work-based learning programs to provide more students and trainees the opportunity to develop relevant job knowledge and skills.
- 8. Expand training programs which provide entrepreneurial skills, and encourage small business development.

Systems and Strategies

Regions

Conclusions

- There is clear agreement among economists and public policy analysts that the fundamental unit of economic growth is the region.
- Regional economies drive the state's economy.
- The growth of regional economies is paramount to California's continuing ability to compete in the global economy.
- The statewide workforce development system must derive from regional systems, which respond to regional economic needs.
- Establishing an effective workforce preparation system begins with sound state policies for defining economic regions and functional regions for service delivery.
- These policies must recognize the complexity in defining regions: To ensure local flexibility in relating institutional service boundaries to regional boundaries; to identify subregions; and to establish relationships between regions which have common interests.

Policy Goals

- A. Identify and adopt **economic regions** which support economic analysis and planning, and establish **functional regions** for service delivery which support comprehensive public-private partnerships and workforce development systems responsive to regional economic needs.
- B. Ensure that these regional definitions are used consistently in all economic and workforce development programs.
- C. Ensure that each area of the state is included in an economic and a functional region.

Policy Recommendations

1. Use the California Economic Strategy Panel to continue to define the basic economic regions (see Appendix II) of the state, revising these regional definitions as circumstances require and providing analytical guidance for regional economic planning;
2. Establish the criteria for functional regions for service delivery;
3. Require functional regions to have demonstrated relationships with economic regions;
4. Ensure inclusive partnerships of local elected officials, program administrators and the private sector which will define functional regions for service delivery based on these criteria and consensus; and
5. As circumstances change, ensure the partnerships will have the flexibility to revise functional regions, create subregions, and work in cooperation with other regions on issues of common interest.

Funding

Conclusions

- All of the public funds available for workforce development—education, employment and training, and economic development—must be considered in creating state and regional workforce development systems which respond to changing economic circumstances.
- This funding structure is extensive and complicated. In general, two types of funds are involved:
 - ◆ The **base funds** for K-12 and the community colleges educational agencies are ensured as a proportion of the state's budget and are provided to local education agencies and community colleges through apportionment. These funds are California's largest investment in workforce development, and support education programs which should provide all Californians with the basic knowledge and skills needed to enter the workforce, and also prepare some students for technical occupations. These base educational funds are supplemented by appropriations for the four-year colleges and universities, which provide preparation for highly technical and professional occupations, and support essential research activities leading to new technologies and industries.

- ◆ In addition to the base funds, state and federal categorical funds are appropriated through legislation, and are intended to provide designated services to populations with special characteristics. These funds typically support "second chance" programs, initiatives to foster economic growth, or programs to provide services to those with special barriers to employment. However, this brief description encompasses hundreds of different specific sources of funds which support an equally diverse and complex structure of programs and agencies.
- This funding structure is rigidly defined in law and generally changes only incrementally. This is a fundamental constraint on systemic change. However, laws and regulations still leave many decisions about using these funds to be established by administrative policies and practices within service delivery systems. This provides some opportunities to use the funds more flexibly.
- Creating regional partnerships and regional workforce development systems that are responsive to economic changes requires that existing funds be used to support common goals.
- There are two ways to use workforce development funds to support common goals. The first is to give state and regional economic needs priority in designing the programs supported by these funds. The second is to provide incentives to support regional partnerships and the development of shared administrative and service delivery processes and systems.
- These two means are connected. A key element in directing available resources to meet regional social and economic goals is an inclusive regional partnership. This partnership can identify the workforce needs of the regional economy, and jointly establish common goals and priorities for all of the region's education, employment and training and economic development agencies.

Policy Goals

- A. Support regional partnerships to implement systemic change in the way workforce development agencies coordinate resources, deliver services and respond to economic change.
- B. Ensure that state and regional workforce development systems provide equal and universal access to services.
- C. Remove as many constraints as possible on the use of both base and categorical funds, so that they can be used more flexibly to develop efficient and effective workforce development systems which respond to regional social and economic goals.

- D. Set clear priorities for the state and regional workforce development systems to be used by local and state agencies and regional partnerships when making funding, programmatic and operational decisions.
- E. Relate funding to performance in achieving individual, regional and statewide social and economic goals.

Policy Recommendations

- 1. Ensure that the priorities for state and regional workforce development systems include:
 - State and regional priorities for economic development;
 - Universal access to the services;
 - Opportunities for lifelong learning;
 - Assurances that designated groups receive the services intended by law; and
 - Assistance for those on public assistance to achieve self-sufficiency.
- 2. Expand the funding of regional partnerships to ensure that every area of the state is included in a regional partnership; and increase the funds available to each partnership using both the state discretionary portions of categorical funds, and an augmentation from the state budget.
- 3. Wherever possible, remove legal and regulatory barriers to the collaborative use of base and categorical funds.
- 4. To support systemic change for efficiency and effectiveness, rather than adding new layers of administration, require regional partnerships to demonstrate public and private investment in both the partnership and workforce development system, and identify the potential return on those investments.
- 5. Require regional partnerships to show, through the plans required of their partner agencies, how the programs supported by base and categorical funds are responsive to regional social and economic priorities.
- 6. Require regional partnerships to implement the performance accountability measures developed as part of the integrated state workforce development plan.

Policy Leadership and Organization

Conclusions

- The authorities and responsibilities of existing governing bodies and administrative agencies that comprise the workforce development system must be maintained.

- California's workforce development system must be based on the voluntary collaboration of those governing bodies and administrative entities.
- The basis of collaboration is consensus-based decision making in which all partners have equal authority and responsibility for their joint efforts.
- The state partnership established under the Act is limited because it does not have representation from all components of the workforce development system, and from the private sector.
- The state partnership established under the Act does not have sufficient definition in law to distinguish its policy responsibilities from those of other bodies and agencies.
- Regional partnerships must parallel the state partnership by ensuring inclusive participation of public agencies and the private sector and by having clearly defined responsibility for establishing regional policies.
- Regional workforce development policies and plans must be developed and coordinated through the voluntary collaboration of all the entities within their regions.
- State leadership on policy and planning in workforce development should be separate from program and service delivery, and is appropriately assigned to the state partnership.
- Collaborative policy leadership is also needed at the regional level, and the state partnership can be a model for, and can support that leadership.
- The state needs to expand the incentives for regional collaboration, both to the partnerships as entities and to local agencies which are part of those partnerships.

Policy Goals

- A. Ensure that the state provide unified workforce policy direction for all state and local governance bodies.
- B. Ensure that regional partnerships develop regional workforce policy to meet regionally established goals.
- C. Ensure that regional partnerships, at least one in each economic region, are established throughout the state using the state partnership as a model.

Policy Recommendations:

1. Establish in law a California Workforce Development Board responsible for the state policy framework for workforce development.
2. Ensure that the California Workforce Development Board includes the Secretaries of the Health and Welfare and Trade and Commerce Agencies, the Superintendent of Public Instruction, the Chancellor of the California Community College, the President of the University of California, the Chancellor of the California State Universities, a Labor representative and Chief Executive Officers of firms from key sectors of California business and industry, and designate it the California Workforce Development Board.
3. Designate the California Workforce Development Board with responsibility for development and maintenance of the integrated state workforce development plan and for support of regional partnerships.
4. Expand the responsibilities of the California Workforce Development Board to include guidance on system wide issues such as planning, accountability and evaluation, and strategic investment in state workforce development priorities.
5. Support structural changes in administrative responsibility when they are based on consensus among the responsible officials and support workforce development systems which provide improved services to customers.
6. Support the development of regional workforce development boards which parallel the state structure and are established through formal legal agreements.
7. Ensure that state and local workforce development partnerships retain the present structures of governing bodies and administrative agencies and their missions, authorities and responsibilities.

Regulations

Conclusions

- Laws and regulations are necessary to ensure that federal and state funds which are appropriated to provide specified services to defined client groups are used consistent with legislative intent.

- Legislative and governing bodies rarely correlate laws and regulations for various categorical programs. This sometimes has unintended and undesirable consequences, creating barriers to collaboration and shared systems, to access to necessary and appropriate services, and to measuring programs' performance against larger social and economic goals.
- Regulations also are inflexible, in that they must be applied uniformly, irrespective of the differences among localities and regions.
- Client groups, governing bodies and program administrators often have contradictory expectations regarding regulations, wanting to ensure that their programs and funds are closely protected by law and regulations, but at the same time wanting greater flexibility in developing service delivery methods and responding to local needs.
- While most laws provide for the possibility of waivers of law and regulations, these usually are available only under very specific circumstances, and approval of waivers generally is controlled by the agencies which administer the programs and therefore are most protective of existing law.

Policy Goals

- A. Ensure that laws and regulations support workforce development policies and economic development strategies which are responsive to regional economic needs, support collaboration among agencies, and encourage the development of shared systems.
- B. Reduce regulatory burdens without compromising legislative intent regarding programs' services and client groups, or exposing programs to excessive risks of financial mismanagement.

Policy Recommendations

1. Establish through state law a continuous and inclusive process, consistent with existing governance and regulatory structures, to review existing laws and regulations and recommend changes which support the policy framework in the plan.
2. Include the process of reviewing laws and regulations in the development and maintenance of the integrated state plan.
3. Require the state partners to jointly develop specific criteria by which each partner will evaluate existing laws and regulations under its jurisdiction will be evaluated for their contribution to the state's workforce economic development system, and a process review which focuses on the most relevant laws and regulations.

4. Require that reports on the integrated state plan include recommendations for changes in federal and state laws and regulations which are necessary to support a state workforce development system linked to economic development.
5. Require state and local workforce development plans to recommend changes in laws and regulations as they affect individual programs, regional partnerships, shared systems, and regional economic growth.
6. Require the state partners to seek consensus and, when possible, jointly support changes in federal and state laws and regulations which support the integrated state plan.

Collaboration

Conclusions

- A shared vision is the essential component of effective collaboration.
- Collaboration is essential to the development of effective and efficient state and regional workforce development systems.
- Collaboration works through the voluntary participation of equal partners, active dialogue, and decisions based on consensus.
- This model is fundamentally different from traditional hierarchical organizational models and partnerships dominated by one partner.
- Collaboration expands the capacities of all the partners engaged in the partnership.

Policy Goal

- A. Ensure that collaboration is the organizational model on which the statewide workforce development system is built.

Policy Recommendations

1. Require state and regional workforce development plans to be based on shared vision which link education, workforce preparation, support services and economic development.
2. The state partners will model collaboration and consensus decision-making in developing and implementing the state's workforce development policy.

3. Identify and ameliorate legal and regulatory barriers to collaboration.
4. Develop state and regional capacity to provide information on successful collaborative practices, technical assistance, and staff development to facilitate collaboration.
5. Support technology initiatives that promote communication and collaboration at, and between, the state and regional levels.
6. Provide incentives to support successful regional collaboratives.

Public-Private Partnerships

Conclusions

- Having an educated and well-prepared workforce is the top concern of California's business and industry in order to remain competitive in the global economy.
- There are many excellent examples of public-private collaboration in workforce development that demonstrate the benefits of partnership and specific methods that make partnership productive for both public and private entities.
- Some public-private partnerships are integral to statewide programs. Examples include: work-based learning offered through educational agencies; on-the-job training offered through job training programs; apprenticeships; business participation on governing and advisory bodies; area workforce initiatives; School-to-Career and One-Stop Career Center partnerships; and associations specifically organized to promote partnerships.
- For employers to participate in partnerships, they must receive a perceived or quantifiable benefit for their investment of time and resources. Where the private sector is fully engaged in partnerships, employers often do experience those tangible benefits.
- California's increasingly diverse small businesses often lack the personnel and resources necessary to offer internal training services, or to participate in partnerships.
- Public-private partnerships organized to serve regional workforce development needs are uncommon.
- Employer, labor, and other private and non-profit involvement is critical to the success of workforce development systems.

(Note: "Private sector," as referred to in this document, is viewed in a broad fashion, to include large and small businesses, business organizations, labor organizations, and non-profit organizations, both as employers and service providers.)

Policy Goals

- A. Ensure private sector leadership as an integral part of all state and regional workforce development systems.
- B. Ensure that public agencies recognize the importance of employers in defining the regional economy.

Policy Recommendations

1. Identify and implement incentives that increase private sector participation and leadership in state and regional workforce development systems.
2. Ensure that emerging and existing occupations have transportable standards and certification defined by the private sector.
3. Ensure significant private sector participation on all appropriate state and local advisory groups.
4. Increase the capacity of workforce development systems to provide employers and employees with education and training programs designed to upgrade existing skills, both to meet changes in the workplace, and to increase opportunities for individual advancement.
5. Expand methods to allow teachers and other public agency employees the opportunity to have periodic work experience in the private sector, to help ensure that instruction and services are current and relevant.
6. Remove legal, regulatory, and liability barriers to public sector participation in work-based learning, sharing of public and private employees, and use of facilities.
7. Develop methods and guidelines for establishing, operating, and evaluating the effectiveness of public-private partnerships.
8. Give strong consideration to the extent of private sector investment in regional partnerships, in determining where to invest state funds in regional partnerships and systems.

Support Services

Conclusions

- Workforce development programs and social service programs serve the same general goal of assisting people to lead productive lives as self-supporting, self-reliant citizens.
- Although the clients for these two types of services often need both, the agencies which provide these services typically function independently, and do not offer some clients the full range of services.
- Much closer coordination between workforce development services and social services will benefit both clients and service providers.
- Implementation of federal and state welfare reform legislation has made clear the importance of coordinating these services, and many areas of the state have begun to take steps to ensure that this happens for public assistance recipients.
- A comprehensive and functional workforce development system which includes the full range of educational services, employment preparation, job training and employment services also must include support services for all those who need additional assistance to obtain employment, whether receiving public assistance or not.
- Those workforce development customers who require support services most frequently need quality childcare, transportation, housing, health services and mental health and substance abuse counseling.
- Most regions of the state have existing networks of organizations and public agencies that can provide these services, but the scope and depth of services varies.
- The barrier of limited resources can be addressed in part through coordinated regional efforts to establish systems which integrate workforce development and support services.
- It is not clear that the one-stop service delivery structure includes support services in all cases.
- The one-stop method of service delivery is an appropriate means to coordinate workforce development services and support services.

Policy Goals

- A. To provide each workforce development client and social services client all of the services needed by that individual in order to lead a productive life as a contributing citizen.
- B. To provide the full range of services in a seamless, one-stop service mode which makes efficient use of the resources available in both workforce development and social service agencies.

Policy Recommendations

1. Establish mechanisms to review all social service and workforce development plans to ensure that both types of services are included and used strategically to meet regional goals.
2. Provide incentives to regional workforce development partnerships to include social services agencies as partners, and to incorporate local public and private support services, programs and strategies into regional workforce preparation systems.
3. Wherever possible, remove administrative barriers to the effective use of support services as part of regional workforce development systems.
4. Support federal and state legislative changes to remove unnecessary categorical restrictions on the use of supportive service funds within local workforce development regions.
5. Ensure that social service agencies are represented in state and local workforce development partnerships.
6. Provide incentives for regional workforce development partnerships to build collaborative relationships with support services providers.

Diversity and Equity

Conclusions

- California's population is the most diverse in the nation, and will continue to be so well into the next century.
- Within a few years, no single racial or ethnic group will constitute a majority of California's population.

- In recent decades, the number of women in California's workforce has increased dramatically.
- The California economy needs to more fully use the diverse talents and abilities of its workforce.
- While past and present programs have improved access to workforce development services, more can be done to reduce existing inequities based on gender, race, socioeconomic level, immigration status and disabilities.
- Nationally, women and traditionally underrepresented minorities generally are paid less and have higher unemployment rates than non-minority males.
- A workforce development system which prepares all Californians for available jobs will better meet employers' workforce needs, reduce the use of imported labor, and enhance California's ability to compete in the global economy.
- A workforce development system which supports California's ability to compete in the global economy will benefit all of the members of California's diverse workforce by preparing them for jobs which require higher skills and knowledge, provide higher wages, and offer better career opportunities.

Policy Goal

- A. Ensure equitable and universal access to the state's workforce development system for all members of California's diverse population.

Policy Recommendations

1. Working with regional partnerships, gather and disseminate labor force and socioeconomic information by race, ethnicity, gender, and other appropriate factors, for analytical purposes.
2. Require regional partnerships, as part of their joint planning process, to evaluate the demographic and socioeconomic patterns in their regional populations and labor forces, identify inequities in workforce development services and employment and wages, and develop strategies and measures to correct those inequities.
3. Provide information to regional partnerships concerning strategies and practices which promote diversity, inclusion and equity.

Conclusions

- There is broad consensus that the state must have an integrated workforce development plan that provides vision, policy direction, and statewide performance measures.
 - ◆ This plan is based on the premise that the economy and job skill requirements have fundamentally changed and will continue to change at an accelerated rate, and
 - ◆ A workforce development system must be created and continuously revised to meet the demands of California's new economy.
- The integrated state workforce development plan will guide state and regional approaches to developing this new system.
- Regions of the state should have integrated workforce development plans as a framework for individual program plans.
- Currently, education, workforce preparation, support service and economic development programs in California produce a large number of unrelated plans required by the different federal and state funding agencies.
- These plans are seldom coordinated and often function as applications for funds rather than strategies to direct resources to regional goals.
- Often the plans lack the comprehensive vision which is necessary to concentrate resources on common goals.
- There is a need to simplify and rationalize planning processes and to use plans to support common regional goals.

Policy Goals

- A. Develop and continuously maintain a comprehensive integrated state workforce development plan which guides all workforce development policy in the state.
- B. Establish regional workforce development partnerships which will develop integrated workforce development plans for all areas of the state.
- C. Ensure that state and regional plans reflect and respond to California's dynamic regional needs.

- D. Reduce and simplify planning requirements.
- E. Ensure coordinated or consolidated planning to enhance interagency relationships, coordination of resources and service delivery.
- F. Guarantee that regional workforce development partnerships will have wide discretion in establishing the systems necessary for meeting regional workforce needs.

Policy Recommendations

- 1. Support the development of integrated regional workforce development plans as the foundation for individual program plans.
- 2. Require state review of all regional plans, and regional review and coordination of all individual program plans, to facilitate coordination among plans and consistency with the integrated state workforce development plan.
- 3. Pursue changes in federal and state law and state administrative practice to permit common planning requirements and processes for individual programs to be met by the integrated regional plan.
- 4. Consider the specific recommendations for revising planning requirements and processes presented in the State Job Training Coordinating Council's study of workforce development plans.
- 5. Seek other federal and state regulatory changes to simplify and coordinate local planning requirements.
- 6. Require regional plans to include measurable standards, outcomes, and performance criteria.

Service Integration

Conclusions

- Federal, state and private resources provide a wide range of education, training and support services, delivered by a large number of public and private agencies and institutions, to assist Californians to develop workplace skills and knowledge.
- Access to public and private workforce development programs is complicated, with a wide variety of entrance, eligibility and financial requirements, multiple sources of incomplete information about services and service providers, and geographic dispersion of facilities.

- Public institutions and agencies as well as the public and private sectors often fail to coordinate these requirements, to consolidate information, to share information systems, to co-locate service facilities, or to provide electronic access to information and services.
- The array of workforce development services and programs is so varied and extensive that many individuals need expert assistance in order to make informed choices among programs and service providers.
- Therefore, Californians often have difficulty in making use of workforce development services because they cannot obtain the comprehensive, easily understood information they need to select the services most appropriate to their circumstances, and cannot receive these services in a single, easily accessible physical or electronic location.
- There appears to be growing agreement among elected officials and program administrators that coordination and integration of services will reduce many of the difficulties consumers experience in obtaining necessary information and services. This is demonstrated by federal initiatives such as School-to-Career and One-Stop Career Centers, federal and state welfare reform legislation, the federal Workforce Investment Act, the Regional Workforce Preparation and Economic Development Act, and AB 67, which requires coordinated employer job development contact across programs.
- Many local agencies in California have joined in School-to-Career, One-Stop Career Center, and other partnerships and collaborative efforts in order to provide easier access to information and coordinated services.
- However, most agencies continue to administer highly categorical programs with little joint planning, coordination or integration of services; and recent federal legislation, such as Welfare-to-Work and the Workforce Investment Act, does little to eliminate joint service delivery barriers in federal law.

Policy Goals

- A. Ensure that each Californian has access, without charge and at a single, easily accessible point, to enter into the system, in order to obtain the information necessary to select the workforce development services appropriate to his or her own circumstances or goals and the assistance needed to make use of that information.
- B. Coordinate services to ensure that those most essential are most easily accessible.

C. Ensure that coordinated and integrated service delivery methods are based on inclusive partnerships and consensus-based collaboration, rather than presumptive leadership by a single agency or program.

Policy Recommendations

1. Continue to support and expand the School-to-Career and One-Stop Career Center initiatives, and provide support for other coordinated and integrated service delivery methods developed by regional partnerships; and provide regional partnerships maximum flexibility in developing methods to further coordinate and integrate services to meet their regional needs.
2. Support the development and sharing of technological infrastructures which facilitate coordinated and integrated services.
3. Remove legal, regulatory, policy, and administrative barriers to coordination and integration.
4. Provide technical assistance and information regarding model practices to partnerships which seek to develop coordinated and integrated service delivery methods.
5. Ensure that other aspects of the integrated state plan support coordinated and integrated services
6. Encourage private sector and foundation support for, and participation in, development of technology and processes which support coordinated and integrated systems.
7. Provide financial incentives for partnerships which reduce costs and improve services by coordinating and integrating service delivery processes, methods and systems.
8. Promote program sequencing, interagency articulation and participant transition, to ensure individuals can reach desired career goals.

Evaluation and Accountability

Conclusions

- Elected officials, the public, program operators and the consumers of workforce development services agree that California must be able to measure the effects of workforce development programs on individuals, businesses, communities, and state and regional economies.

- The measures for California's workforce development system must include:
 - ◆ **accountability**, which measures how well individuals and programs carry out their responsibilities; and
 - ◆ **evaluation**, which measures the effects of programs and systems.
- All workforce development programs have the same general purpose, which is to contribute to the social and economic well-being of each Californian and of California's society as a whole.
- All workforce development programs have common specific goals of preparing every person for employment, and offering each person the opportunity to achieve his or her full career potential.
- Most of the data collection and reporting requirements currently in use are designed to hold agencies accountable for:
 - ◆ Fiscal integrity in their use of public funds;
 - ◆ Meeting legal requirements to provide designated services to eligible populations.
- As a result, the existing data and reports are only marginally effective in evaluating how well workforce development programs achieve their social and economic purposes and goals.
- Federal and state laws require extensive program and financial reporting from workforce development programs and employers; these should be used, not duplicated, in developing new measures and methods for accountability and evaluation.
- Several initiatives to develop program standards and performance measures for accountability are now in progress in several workforce development agencies and programs; if proven effective, they should be incorporated into the workforce development system.
- In addition to the limitations on evaluation of individual programs, there are no generally accepted measures of the efficiency and effectiveness of systems created through collaborative efforts.
- Elected officials, public agencies and eligible populations tend to view public funds as a means to ensure services, rather than investments toward achieving California's social and economic goals.

- As a result, the existing measures for accountability and evaluation do not incorporate the concept of public funds as investments, with the expectation of a return on investment; neither do they reflect widely accepted methods for improved customer service and systems design such as continuous quality improvement methods and data-based research.
- Many of California's workforce development agencies and programs lack the technological infrastructure and data systems to participate in an accountability and evaluation system.

Policy Goals

- A. Ensure that California's workforce development system include a comprehensive accountability and evaluation system which applies to all agencies, program and state and regional systems.
- B. Ensure that evaluation methods measure the effects of programs and systems on the individual, the community, and the economy.
- C. Ensure the use of the best private sector practices in developing accountability and evaluation measures.
- D. Ensure that each of the state partners identified in the Act have joint and equal responsibility in developing the comprehensive system for accountability and evaluation.
- E. Ensure that accountability and evaluation methods are jointly designed to serve both state and regional needs.
- F. Ensure that all workforce development agencies and programs have the technological infrastructure and data systems necessary to support a comprehensive system of accountability and evaluation.

Policy Recommendations

1. Use the integrated state workforce development plan as the policy framework for the development of a comprehensive system to measure agency accountability and evaluate programs and systems.
2. Provide incentives and support to state and local agencies for the development of the technology and data systems which they need to participate in a comprehensive and effective system of accountability and evaluation.

3. Make efficient use of resources in developing the workforce accountability and evaluation system by:
 - Evaluating data elements, reporting methods, reports and report formats, and the use of technology to ensure that they relate directly to accountability and evaluation needs and users' requirements;
 - Including data which are necessary to support proven private sector methods for program improvement and evaluation;
 - Avoiding duplication of any existing data collection and reporting requirements, methods or systems;
 - Building upon existing data collection and reporting systems by improving, integrating, consolidating, or expanding them;
 - Eliminating data collection and reporting which are not essential to meeting fiscal integrity, accountability and evaluation needs, or which are not cost-effective; and
 - Adding data collection and reporting requirements only when they meet the same measures of need and cost-effectiveness.
4. Expand California's capacity to improve and evaluate its workforce development programs and systems by incorporating well-established best business practices into its accountability and evaluation system, including:
 - Developing investment strategies for public funds, and methods for measuring return on investment, including, when possible, the development of common accountability and evaluation measures; these measures should permit comparisons of the costs and effects of different programs, administrative systems and service delivery methods;
 - Systematic use of continuous quality improvement methods;
 - Research based on sound data and directed toward demonstrated areas of need and opportunities for improvement;
 - Methods for measuring customer needs, preferences and satisfaction directly.
5. Ensure that all state and regional stakeholders participate in the operational definitions used to measure the effects of the workforce development programs on individuals, businesses, communities, and state and regional economies.
6. Continue the processes now underway to develop program standards and accountability methods, but evaluate these against the integrated state workforce development plan as adopted; revise them as necessary for consistency with that plan.
7. Ensure that the results of evaluation and accountability system are clearly communicated and easily understood by all those who have an interest in program and system outcomes.

APPENDIX I – ADVISORY GROUP**MEMBERSHIP**

Name/Title	Organization Representing
ADLER, Laurel Superintendent, East San Gabriel Valley ROP	California Regional Occupation Programs/ Centers (ROP)
BRAUER, Bob Special Assistant to the President CSU, Hayward	California State University
BROWN, Dr. David Superintendent, Napa Unified School District	Association of California School Administrators
CAMPBELL, Davis Executive Director	California School Boards Association
CLARK, Kirk	California Business Roundtable
CURRAN, Michael Director, NOVA Service Delivery Area	California Workforce Association
CURREY, Carole Trustee, Santa Monica College	California Community College Trustees
DURAN, Benjamin President, Merced Community College	Chief Executive Officers of the California Community Colleges
FERNANDES, The Honorable Margie Vice Mayor, City of San Jose	League of California Cities
GREENSPAN, Todd Coordinator, Ed Relations/Academic Initiatives	Office of the President University of California
GRIFFIN, John Bureau Chief	Bureau for Private Postsecondary and Vocational Education
GRIFFIN, Dr. Robert Vice President, Instruction, DeAnza College	Association of California Community College Administrators

Name/Title	Organization Representing
HAMILTON , Virginia Executive Director	California Workforce Association (SDAs)
HANDLEY , Margie Businessperson	California Economic Strategy Panel
HERNANDEZ , Loretta Instructor, Laney College	Academic Senate of the California Community Colleges
JOHNSON , Robert President	CA Association of Private Postsecondary Schools
LEAMAN , Larry Director, County of Orange Social Services Agency	California Welfare Directors Association
LEE , Keith Administrator, County of San Bernardino Jobs and Employment Services Dept.	California Workforce Association
MAIN , Fred Senior Vice President and General Counsel	California Chamber of Commerce
MATEER , Niall Director, Research Outreach and Initiatives	Office of the President University of California
McFETRIDGE , Jerry	Building Trades Council of CA
MEYERS , Karen Vice President, Community Ed. and Economic Development, Mt. San Antonio College	California Community College Association of Continuing Adult Education
NEMKO , Barbara Napa County Superintendent of Schools	County Superintendents of Education
PADLEY , Jack Division Chief, Bay Area Northern CA Job Service Division	Employment Development Department
PARRA , Peter Member, Kern County Board of Supervisors	California State Association of Counties
PRICE , Len Instructor, Los Medanos College	California Community Colleges Association of Occupational Education

Name/Title	Organization Representing
RAMIREZ, Kevin President, Sierra College	Economic Development Executive Committee of California Community Colleges
ROGERS, Beth Businessperson	Los Angeles County Private Industry Council
SCHELL, Wayne President	California Association of Local Economic Development
SHAW, Andy Legislative Advocate	County Welfare Directors' Association
SZALAY, Steve Executive Director	California State Association of Counties
TINSON, Lois President	California Teachers Association
TOUBAT, Dr. Husein Baldwin Park Unified School District Adult and Continuing Education	Adult Education
TYNER, Tom Instructor, Reedley Community College	California Federation of Teachers

APPENDIX II – ECONOMIC REGIONS MAP

Economic Strategy Panel California Economic Regions



California Trade and Commerce Agency
Office of Economic Research
November 1998

CALIFORNIA ECONOMIC STRATEGY PANEL
Factors Applied to Determine Economic Regions

October 1998

California has one of the largest and most diverse economies in the world. To create an effective statewide strategy for continued economic growth, it is necessary to periodically identify the different economic regions of the state. Once these regions are identified, policies and strategic initiatives can be developed that focus on each region's strengths and opportunities.

In response to a directive from the California Economic Strategy Panel, the Office of Economic Research in the California Trade and Commerce Agency and the Labor Market Information Division in the California Employment Development Department (EDD) examined factors that determine regional characteristics, and used this information to identify nine economic regions. The following provides 1) general issues considered in determining boundaries for economic regions; 2) factors that were used in identifying economic regions; and, 3) descriptions of the nine economic regions identified for the work of the California Economic Strategy Panel.

General Issues

Defining economic regions within California is not a clear-cut process. Frequently, economic activity is determined more by site-location factors than by political or jurisdictional boundaries. However, most economic data are not collected at a more local level than the county. This situation necessitates defining economic regions as aggregations of counties, even when county boundaries do not precisely define an economic area. An ideal situation would be to use sub-county data, but such data tends to be scarce, dated and unreliable.

In general, a well-defined economic region will be fairly uniform within its boundaries, contain economic activities that are interrelated and have logical jurisdictional boundaries for working with local economic development organizations. The following nine regions possess these characteristics.

Factors Used to Identify Nine Economic Regions

The Office of Economic Research and the Labor Market Information Division, both individually and through a joint critical review process, reviewed numerous factors reflecting the economic, demographic and geographic characteristics of each county in the state. In general, the degree of similarity in characteristics among adjacent counties was the basis for establishing regional boundaries. The following are brief discussions of each factor reviewed, and how it was used to define the nine economic regions.

- **Metropolitan Areas.** The U.S. Office of Management and Budget defines Metropolitan Areas (MAs) using population and commute pattern criteria and county boundaries. MAs combine a core area containing a large population nucleus, with adjacent communities having a high degree of economic and social integration with that core. The term "metropolitan area" includes Metropolitan Statistical Areas (MSAs), Primary MSAs (PMSAs), and Consolidated MSAs (CMSAs). CMSAs identify existing federally-designated regions, and were used to help determine the nine economic regions.
- **Population Centers.** Population centers, and their contiguous areas of growth, are a basic factor distinguishing areas of the state. A population density map was used to identify population centers around major metropolitan areas and along transportation corridors.
- **Commute Patterns.** Commute pattern data from the Census Transportation Planning Package show the movement of workers from their residence to their workplace. The data were used to identify the flow of labor between counties. A strong flow of commuters from one county into another is an indication of the economic interdependence of the two areas.
- **Land Ownership.** Land ownership can significantly affect the economic development potential of an area. Counties with a high percentage of publicly-owned land tend to have fewer development opportunities than counties that are predominantly privately owned. Public land ownership in each county was examined to identify similarities among counties.
- **Industrial Composition.** The industrial composition of a county is primarily based upon industry employment patterns. The county factors used in determining economic regions were jobs by industry and share of total employment by industry.
- **Location Quotients (LQs)** were also calculated for major industries in each county. LQs are ratios computed by dividing a county's percentage of employment in a particular industry by the state's percentage for the same industry. The economic base of a county was defined by those industries in which the county has a higher proportion of employment than the state as a whole. Adjacent counties with similar economic bases are strong candidates for placement in the same economic region.
- **Labor Force Conditions.** County labor force employment and unemployment data provide a measure of labor availability throughout the state. Adjacent counties with similar labor force characteristics, such as unemployment rates, often have similar economic planning needs.

- **Geographic Boundaries.** Geographic features, such as mountain ranges, can facilitate or hinder the movement of people and commerce between areas. Geography was primarily used in defining boundary counties in the valley, coastal, and Sierra regions.

The Nine California Economic Strategy Panel Economic Regions

- **Northern California.** The Northern California region consists of 10 counties along the north coast, Oregon border, and northeastern Sierra Nevada. These counties are heavily dependent on natural resources, with the majority of the land consisting of public and privately-owned forest and grazing lands. The region as a whole is sparsely populated and underdeveloped.
- **Northern Sacramento Valley.** This region consists of the counties of Shasta, Tehama, Glenn, Butte, and Colusa. These counties are primarily agriculture-based, with forestry and farm-related manufacturing centered in Shasta County. This region differs significantly from its neighbor regions in land ownership and industrial composition.
- **Greater Sacramento.** This region consists of seven counties that are becoming increasingly interdependent: Sacramento; Yolo, Placer, El Dorado, Sutter, Nevada and Yuba. Although eastern Placer and El Dorado counties are currently more closely aligned with Lake Tahoe, most of the new county growth in those counties is occurring in the western areas. As a result, the economic base is increasingly shifting towards the Sacramento area. Parts of Sutter and Yuba counties are currently more closely aligned with the Northern Sacramento Valley agricultural areas, but much of the new growth is occurring along highways 65, 70, and 99 in the direction of the Sacramento area.
- **Bay Area.** Traditionally, the nine counties that border the San Francisco Bay have comprised the Bay Area region. However, Santa Cruz county has now become more dependent upon that region than on the Central Coast region. For example, worker commute data show that for every 100 Santa Cruz residents that worked in the county during 1990, another 20 commuted to jobs in Santa Clara county.
- **San Joaquin Valley.** The San Joaquin Valley region is composed of eight counties that line the southern Central Valley, and have economies based upon agriculture and related industries. Sixty percent of the region consists of privately-owned farmland.
- **Central Sierra.** The seven southeastern counties of the Sierra Nevada represent a distinct geographic and economic region. The region is largely government-owned and sparsely populated, and composes a small share of state economic activity. As a result, the region requires a different economic development strategy than neighboring regions.

- Central Coast. The economic base of the Central Coast counties is dominated by agriculture, personal services, and government. In contrast, the Bay Area and Southern California regions are more dependent upon manufacturing and high-wage business services such as finance, software, and movie production.
- Southern California. The counties of Los Angeles, Ventura, Orange, San Bernardino and Riverside comprise an economic interdependent region. Orange county is different from its northern and eastern neighbors, but not to the extent that a separate region is required. The economic linkages between Orange county and its neighbors, and particularly Los Angeles county, are fairly strong. For example, about 200,000 Orange county residents, or about one out of six, commuted to work in Los Angeles county during 1990.
- San Diego-Border Region. This two-county region is the smallest, but most diverse economic region in the state. Imperial county is largely different from San Diego county, except that the two counties border the country of Mexico. However, that similarity is important for state strategic planning, and therefore necessitates putting both counties in the same region.

APPENDIX III – BACKGROUND

Over the past several decades, workforce development, the process by which people become productive, economically self-sufficient adults, has been provided through a profusion of federal and state categorical programs administered by a complex structure of governance and advisory bodies and administrative agencies. Education, from kindergarten through the post-secondary segments, is by far the largest component of workforce development, and represents at least two-thirds of California's investment in its programs. In addition to the educational segments, which provide core educational services and a variety of occupational preparation and "second chance" programs, workforce preparation programs provide job training for young adults, displaced workers and homemakers, and people with other socioeconomic barriers to employment. A parallel structure of public and private economic development programs has focused on business attraction, retention and expansion by offering financial incentives, simplifying regulations, and improving infrastructure, but rarely have been meaningfully connected to education or training systems which prepare workers for the jobs that economic developers seek to create.

In recent years, however, there has been an increase, and increasingly serious, workforce policy discussion, nationally and in many states, in which three major themes predominate:

- Governments need to ensure that workforce development and economic development programs respond to the needs of changing economies. As discussed in Section III, new and emerging industries require much higher levels of education and job skills than the old manufacturing industries. Therefore, changes in workforce development mean changes in educational programs, to ensure that all job seekers have attained basic education and employment skills, in addition to changes in job training and employment programs. In addition, the long standing economic development approach to job creation is changing significantly in California. The traditional methods of business attraction, expansion and retention remain important, but the need for a highly skilled, adaptable workforce which leading-edge small businesses must have to expand into significant industries, and which attract and retain high-skill, high-wage businesses, is now being recognized. There has been a national redirection of public assistance which has at least three important implications for workforce development. The three trends reflected here are, first, a movement away from

public assistance as an entitlement toward transitional assistance leading to employment and self-sufficiency goals. Second, welfare reform reflects a national consensus that productive employment is fundamental to individual and social well-being, and that, therefore, employment is the goal of public assistance, rather than a means of reducing the costs of public assistance. Third, welfare reform established the connection between social services and workforce development, creating a recognition that housing, transportation, child care and health care, and freedom from drug dependency are for many people as important to gaining employment as education or job training. These themes are expressed most recently the Workforce Investment Act of 1998, and probably represent the direction of workforce and social legislation and programs for some time to come.

- An increasing emphasis on the effective use of resources by creating state and local partnerships which span agencies and programs, with the goal of effecting systemic changes to improve programs' performance. The national School to Work Opportunities Act, the national initiative to create a national system of One-Stop Career Centers, which is now a component of the Workforce Investment Act, and the national and state welfare reform laws, are examples of this trend.
- There is a fourth, less consistent movement toward reducing the categorical and regulatory constraints on state and local program operations. This is a salient feature of the federal and state welfare reform laws. However, while the federal welfare-to-work program, and the Workforce Investment Act contain language encouraging state and local partnerships and program coordination, they are in fact highly prescriptive, and do little to remove regulatory and categorical constraints. States and local governments want to be relieved of regulatory burdens so that they can develop efficient and effective systems, and they appear willing to accept the accountability that goes with greater freedom in program operations, but federal and state categorical program requirements and regulations remains a major barrier to a systemic approach to workforce development.

California has been deeply engaged in these discussions, and in implementing changes that reflect these trends. Two key events led to the mandate to develop a state workforce development system and policy. First was the publication of the report of the California Economic Strategy Panel, "Collaborating to Compete in the New Economy." This report made three general recommendations, the first two of which focused on the need to create a workforce development system which would respond to the needs of California's changing economy. Other traditional economic development concerns, such as infrastructure, regulation, and taxation, came third. This is dramatic evidence of the economic importance of the workforce. The second key event was the inclusion, in California's welfare reform law, CalWORKs, of the Regional Workforce Preparation and Economic Development Act (which we will refer to as "the Act"). This new law is a direct response to the Economic Strategy Panel's recommendations regarding education and job training programs.

The Act states the issue succinctly: "California must have a world class system of education and training linked to economic development in order to meet the demands of global economic competition." The Act addresses this issue through several mandates:

- A Memorandum of Understanding which creates a state partnership which includes the Secretary of Health and Welfare, the Secretary of Trade and Commerce, the Chancellor of the California Community Colleges, and the State Superintendent of Public Instruction;
- An integrated state workforce development plan which provides both a policy framework and implementation strategies to create a state workforce development system linked to economic development and changes in the economy; and
- Pilot projects which will support regional partnerships in developing regional workforce preparation systems linked to their regional economies.

In addition, the Act specifies the basic methods that California will use in creating a workforce development system. The Act directs us to respect the existing governance and administrative structures, use collaboration at the state and local levels to create systems out of diverse programs, build on initiatives, such as School-to-Career, One-Stop Career Centers, and the California Community Colleges economic development program, that have demonstrated their effectiveness, but integrate them into broader partnerships; and make more effective and efficient use of resources through these expanded regional partnerships and by building on existing requirements for performance-based accountability.

The development of California's integrated state workforce development plan, therefore, is not an isolated event, separate from other education and job training programs and initiatives. It is based on public policy decisions, which respond to long-standing concerns, and it is intended to encompass all aspects of workforce development.

This bears on the implementation of the federal Workforce Investment Act of 1998. The discussions leading to the Regional Workforce Preparation and Economic Development Act, in the Summer of 1996, recognized that, in the absence of federal workforce legislation, California needed to move ahead in creating a state workforce development policy, plan and system, in the absence of federal workforce legislation.

At the same time, we realized that, while previous federal legislation had not passed, future legislation might. Therefore, California's law attempted to anticipate the features of future federal legislation, such as a state partnership among employment, education, job training, and economic development agencies, the requirement for a comprehensive state plan, and a statewide system of One-Stop Career Centers. In the general, California's Act did predict the new federal Act in many of these areas. However, California now must determine, through the legislative process, how the specific requirements of the Workforce Investment Act will be related to the comprehensive workforce development plan and system required by the state Act. This draft of the public review state plan recognizes this need and, where appropriate makes recommendations or offers choices which will help inform the legislative process.

APPENDIX IV - GLOSSARY OF TERMS

Accountability

As used in the Public Review Draft of the State Workforce Development Plan, accountability refers to the measurement of how well individuals and programs carry out their responsibilities.

All Students

The term "all students" means both male and female students from a broad range of backgrounds and circumstances, including disadvantaged students, students of diverse racial, ethnic, or cultural backgrounds, American Indians, Alaska Natives, Native Hawaiians, students with disabilities, students with limited-English proficiency, migrant children, school dropouts, and academically talented students.

Articulation

The structuring of educational programs between different educational segments so that coursework fits into a systematic whole. An example is the Tech-Prep model, which begins with courses in grades 11 and 12 that lead to more advanced courses in community college, and eventually to an Associate of Arts degree or certification in a technical field. Articulation agreements between institutions allow students to transition smoothly between those institutions without losing credit for work already done or being forced to repeat work.

Model Practices

Model practices are those programs, strategies, and activities identified by schools, educational agencies, and—in the context of this Public Review Draft of the State Workforce Development Plan—workforce preparation and economic development agencies and regional collaboratives which demonstrate success in accomplishing their identified goals. It is expected that regional collaboratives funded by the state partnership will share their successes, or model practices, with other collaboratives.

California Work Opportunity and Responsibility to Kids (CalWORKs)

CalWORKs replaces the Aid to Families with Dependent Children (AFDC) program in California. The CalWORKs program establishes time-limited assistance, requires work requirements for able-bodied adults, and provides incentives to counties which meet work participation rates. You may obtain a copy of the entire "Welfare to Work Act of 1997" (AB 1542) at the following address: www.leginfo.ca.gov. CalWORKs is California's implementation legislation for the

federal "Personal Responsibility and Work Opportunity Reconciliation Act of 1996" which enacted federal welfare reform and converted Aid to Families with Dependent Children (AFDC) to the Temporary Assistance for Needy Families program (TANF).

Carl D. Perkins Vocational and Applied Technology Education Act

Known as the Perkins Act, this is a federal program that supplements state secondary, postsecondary, and adult vocational education programs, with the goal of improving educational programs leading to academic, occupational, training, upgrading and re-training skill competencies needed to work in a technologically advanced society. The Perkins Act has an economic mission to make the United States more competitive in the world economy by developing more fully the academic and occupational skills of all segments of the population. In October 1998, Congress reauthorized the Perkins Act; changes included directing more resources to local agencies, increasing local flexibility, and eliminating the requirement to provide specific programs to eliminate sex bias in vocational education. Performance-based accountability measures were strengthened and targeted at successful outcomes for students in Perkins-funded programs, including those representing "special populations" (single parents, displaced homemakers, single pregnant women and others).

Content and Performance Standards

Content standards identify what students are supposed to learn and be able to do in a particular subject area; they are sometimes specified by grade level. Performance standards identify a specific set of goals for student achievement; they include what students should be able to do with what they have learned, and how well they are supposed to do it; assessment of performance is based on students demonstrating their achievement. Whether applied at the classroom, school, district, state, or national levels, standards establish concrete and specific goals for students to work toward. In 1997 and 1998, California adopted voluntary statewide standards for grades 1-12 in English/Language Arts, mathematics, science, and history/social science. In addition, many school districts operate based on adopted local standards.

Economic Development

Economic development is the entire array of activities, some conducted by government, and some by the private sector, often in partnership with government, which are intended to expand the economy of a designated area and to increase the number of jobs available to the population of that area. There are many strategies involved in economic development, including tax incentives, regulatory reform and other ways of encouraging businesses to expand or locate in specific areas. In the Economic Strategy Panel report, *Collaborating to Compete in the New Economy*, education and preparing a skilled workforce were identified as two key factors to be addressed if economic development efforts are to be successful.

Employment Training Panel (ETP)

The ETP provides up to \$100 million in job training funds annually to employers throughout the State. The ETP is funded through the Employment Training Tax (ETT) which is levied on the California employers who participate in the Unemployment Insurance (UI) system. You may find more information on ETP at: www.etp.cahwnet.gov.

Economic Strategy Panel

The California Economic Strategy Panel, chaired by the Secretary of Trade and Commerce, was formed in 1994 as part of a statewide economic planning effort. The bipartisan panel, which includes representatives of the Governor, business, labor, and the Legislature, is charged with developing an overall economic vision and strategy to guide public policy toward a prosperous 21st century. In its February 1996 report, *Collaborating to Compete in the New Economics*, the panel identified workforce preparation as key to economic success for the state.

Essential Employability Skills

Also known--incorrect-- as "soft skills," the term "essential employability skills" generally refers to those social and interpersonal skills which are considered by employers to be essential to success in the workplace, including accountability for actions, common sense, continual learning, cooperativeness, flexibility, dependability, integrity, motivation, work habits, and other such qualities. Some people define the term to include basic reading, writing and computing skills necessary for academic success.

Evaluation

As used in the Public Review Draft of the State Workforce Development Plan, evaluation is the process of measuring the effects of programs and systems.

Industry Cluster

Industry Cluster means a geographic concentration or emerging concentration of interdependent industries with direct service, supplier, and research relationships, or that share common resources and sell a significant portion of their goods or services outside of the region.

Job Training Partnership Act

The federal Job Training Partnership Act (JTPA), which was replaced in 1998 by the Workforce Investment Act (WIA) authorized and funded a number of employment and training programs in California, primarily economically disadvantaged adults and youth, dislocated workers and others facing significant employment barriers. (See Workforce Investment Act.)

Labor Market Area

A labor market areas is defined by the U.S. Bureau of Labor Statistics as an economically integrated geographic area within which individuals can reside and find employment within a reasonable distance, or can readily change employment without changing their place of residence. Labor market data are standardized and thus enable comparisons between different areas of the state. The information provided by labor market areas is used by various government agencies to administer federal and state programs.

One-Stop Career Centers

One-Stop Career Centers offer customer-focused services to employers and job seekers and include easy access to integrated and comprehensive employment, training, and education services. California's One-Stop Career Center System or California WorkNet is designed to ensure that local partnerships are developed, and that services delivered are customer driven, easily usable and accessible, and tailored to meet the specific needs of local labor markets. You may find additional information on California's One-Stop system at: sjtcc.cahwnet.gov/SJTCCWEB/ONE-STOP

Program Sequencing

Coherent organization of an educational or training program so that each segment follows logically on the end of the previous segment, and students' individual programs are arranged to make sure they get the right courses in the right order. Program sequencing is a component of articulation between institutions—students are assured they will be able to move seamlessly from courses in one institution to courses in the next level institution.

Region

As used in this Public Review Draft of the State Workforce Development Plan, region generally means the designated geographic area in which collaborative members will provide workforce services and this area may be distinct from economic regions defined by the Economic Strategy Panel. The RWPEDA

collaboratives have defined regions based on existing partnerships, as well as labor market and economic considerations, including areas of influence affected by education, job training and economic development entities involved in the collaborative effort. The intent of the plan is that regions will be self-defined based on criteria established at the state level, and will implement state workforce development policy at the regional level.

Regional Collaboratives

As defined by the Regional Workforce Preparation and Economic Development Act, the term regional collaborative means a regional partnership that is responsible for implementing the goals of the Act. Regional collaboratives funded under the Act must include the following partners: Community college districts; Local school districts, including those that provide adult education and regional occupational centers or program; Employment Development Department; Local Job Training Partnership Act administrative entity; Regional occupational centers serving adults; Entities administering local public assistance welfare-to-work programs; Local economic development organizations; the private sector, including both business and labor; Regional collaboratives may also have representation from local public, private, and nonprofit agencies that have an interest in education, economic development, welfare-to-work, and workforce development.

Regional Occupational Centers/Programs (ROCPs)

These centers/programs provide vocational training to high school pupils and adults. Courses offered by ROCPs cover a wide range of job-related training, which is conducted in facilities on high school sites, centers, or business sites.

SCANS

The Secretary's Commission on Achieving Necessary Skills (SCANS) was convened in February 1990 to examine the demands of the workplace and to determine whether the current and future workforce is capable of meeting those demands. The Commission identified five competencies (i.e., skills necessary for workplace success) and three foundations (i.e., skills and qualities that underlie competencies). The competencies include resources, interpersonal skills, information, systems, and technology. The underlying foundations are: basic skills—reading, writing, arithmetic and mathematics, speaking, listening; thinking skills—thinking creatively, making decision, solving problems, knowing how to learn, reasoning; and personal qualities—individual responsibility, self-esteem, sociability, self-management, and integrity.

School-to-Work Opportunities Act of 1994

The federal School-to-Work Opportunities Act (STWOA) of 1994 was signed into law in May 1994. It places major responsibility on state government for developing systems of school-to-work or, as it is called in California, School-to-Career (STC) transition. As defined in the Act, the general requirements of a School-to-Work Opportunities system includes; integrated school-based and work-based learning that integrates academic and occupational learning and links between secondary and postsecondary education; and a connecting activity component. You may find additional information on STC at : www.stc.cahwnet.gov

Self Sufficiency

The term "self sufficiency" refers to the ability of an individual or a family to meet all their economic needs through paid work, with no requirement for public assistance. Self-sufficiency calculations are based on the costs specific to identified geographic areas, and include amounts required for child care, transportation and other basic services that are not normally calculated in federal poverty guidelines. An income adequate to make an individual or family truly "self-sufficient" is normally greater than minimum wage.

Service Delivery Areas (SDAs)

An SDA is a geographical area designated by the Governor based on population and labor market. Until superseded by the Workforce Investment Act, SDAs administered local JTPA funds through a partnership between the local elected officials and a Private Industry Council (PIC) made up of representatives from private sector businesses, organized labor, community based organizations, local government agencies and local education agencies.

Sustainability

The ability of a regional collaborative or other program or activity funded through a categorical or temporary grant to continue to exist in the absence of special funding.

Tech Prep

Tech Prep Education is a combined secondary and postsecondary program which: (a) leads to an associate degree, two-year certificate, or two-year apprenticeship program; (b) provides technical preparation in at least one field of engineering technology, applied science, mechanical trade, industrial arts, practical arts or trade, agriculture, health, or business; (c) builds student competency in mathematics, science, and communications (including applied academics) through a sequential course of study; and (d) leads to placement in employment and/or transfer to four-year baccalaureate degree programs.

Welfare-To-Work

The Balanced Budget Act of 1997 authorizes the U.S. Department of Labor to provide Welfare-to-Work (WtW) Grants to States and local communities to create additional job opportunities for the hardest-to-employ recipients of Temporary Assistance for Needy Families grants (TANF). The grants total \$3 billion: \$1.5 billion to be awarded in fiscal year 1998 and \$1.5 billion in fiscal year 1999. Two thirds of the funds will be distributed by formula to states and one third through a competitive award process directly to local communities. You may find more information on WtW grants at: wtw.doleta.gov.

Workforce Development

As used in the Public Review Draft of the State Workforce Development Plan, workforce development refers to the entirety of the systems by which people are educated, trained, upgraded and retrained for employment and participation in the workforce. Included in the process are all segments of the system—from K-12 education and postsecondary institutions to public and private training programs to economic development and employment expansion programs. The intent of the plan is to shape policy for the entire workforce development system in California.

Workforce Investment Act (WIA)

Passed in 1998, the Workforce Investment Act is the latest in a series of laws which have provided federal support for workforce preparation and employment; it replaces the Job Training Partnership Act which was originally authorized in 1982. There are elements of WIA which differ significantly from JTPA, including: creation of a State Workforce Investment Board and local Boards; the focus on a One-Stop delivery system for state and local workforce investments; the availability of "core" services to all adults with no eligibility requirements, and "intensive" services for unemployed individuals who are not able to find jobs through core services alone; the use of Training Accounts by which adult customers can choose the training they feel best suits them; and new accountability provisions to measure customer satisfaction of both participants and employers. The bill becomes fully effective on July 1, 2000 and extends through 2003.

Workforce Preparation

As used in the Public Review Draft of the State Workforce Development Plan, workforce preparation refers only to programs offered both in the public and private sectors which are focused on employment and training. These programs are intended to lead to job-specific and technical skills required for job readiness, whether or not the student is or has been employed before. Job training programs serve both youth and adults, but do not generally contain basic academic material as part of their curriculum.

For More Information

Internet Address

www.regcolab.cahwnet.gov

Single Point of Contacts

Janet Maglinte (after December 31, 1998)
Program Manager for Job Creation and Investment
California Trade and Commerce Agency
801 K Street, Suite 1700
Sacramento, CA 95814
(916) 327-3112
Fax (916) 322-7214
jmaglinte@commerce.ca.gov

John Merris-Coots
Career Development and Workforce Preparation Division
California Department of Education
560 J Street, Room 290
Sacramento, CA 95814
(916) 322-1762
Fax (916) 322-1757
jmerris@cde.ca.gov

Barry Noonan, Ph.D.
Workforce Preparation Unit
Educational Services and Economic Development Division
Chancellor's Office, California Community Colleges
1107 9th Street
Sacramento, CA 95814
(916) 445-8026
Fax (916) 445-2470
bnoonan@cc1.cccco.edu

Anna Solorio
Special Assistant
California Health and Welfare Agency
1600 Ninth Street, Room 460
Sacramento, CA 95814
(916) 653-2902
Fax (916) 654-3343
asolorio@edd.ca.gov



PRIVATE INDUSTRY COUNCIL
of San Francisco, Inc.

MEMORANDUM

TO: ALL EVALUATION COMMITTEE MEMBERS

DATE: JANUARY 12, 1999

FROM: STEVE ARCELONA

SUBJECT: SELECTED INFORMATION ON VARIOUS PROGRAMS IN SAN FRANCISCO'S ONE-STOP SYSTEM AND ISSUES TO CONSIDER IN DEVELOPING SAN FRANCISCO'S INITIAL PLAN UNDER THE *WORKFORCE INVESTMENT ACT*

1. Selected Information on Various Programs in San Francisco's One-Stop System:

Attachment No. 1 to this report displays (on the first two of eleven pages of this attachment) comparative summaries of selected expenditure and performance data on some of the programs that the PIC administers that are already incorporated in San Francisco's One-Stop System.

On the last nine pages of this same attachment, bar chart summaries of the persons who were enrolled and served in the JTPA Programs during PY'97 are displayed; data for these bar charts are extracted from the November 19th Benefit/Cost Report that was distributed last month. The level and detail of data in the November 19th Benefit/Cost Report, supplemented by additional "customer satisfaction" data, are generally what will be required for all programs under the *Workforce Investment Act* (WIA) legislation.

As described subsequently, the reporting periods for these programs vary; therefore, the significance of the data that have been selected at approximately the same time and summarized in this report also vary (e.g., sometimes data for complete contract, program, or fiscal years are displayed and other times data for only a few months of each are displayed). More detailed information on each of those programs is contained in the subsequently-described attachments to this report.

Similar data on programs administered by other partners in San Francisco's One-Stop System have not yet been collected and are therefore not attached. In addition, subparagraph 1.e. of this report identifies additional programs that, under the *Workforce Investment Act* (WIA), are either required or suggested to be eventually incorporated into San Francisco's One-Stop System. Similar data on those programs will also have to be collected, analyzed, and evaluated by the Local Workforce Investment Board (or "WIB") for San Francisco.

a. CalWORKs-PAES Employment and Training Programs (with April '98-March '99 "Contract Year") and Competitive and Formula Welfare-to-Work (WtW) Programs (with July-June "Program Years"):

Attachment No. 1.a. (on five pages) to this report contains a narrative description of how all four programs have been developed and implemented so far during KY'98, descriptions of some of the individual CalWORKs Employment and Training Programs that have been implemented during this period under subcontracts with the PIC, and bar chart summaries of the CalWORKs Recipients who have been enrolled and served in them so far.

While implementation of the Competitive WtW Program has just begun (about twenty CalWORKs Recipients were enrolled in this program just before the end of last month), full implementation of the Formula WtW Program has still not begun yet; this is explained in the attached narrative. Therefore, there are no significant subcontractor or participant information to report for either of these programs yet.

b. Homeless Employment Collaborative (with January-December "Calendar Years"):

Attachment No. 1.b. to this report (on four pages) contains a narrative summary description of the program during CY'98 and CY'97, descriptions of the programs that are being conducted during CY'99 under subcontracts with the PIC, and bar chart summaries of the homeless persons who were enrolled and served in CY'98 and CY'97 and with what results.

c. Refugee Programs (with October-September "Federal Fiscal Years"):

Attachment No. 1.c. to this report (on six pages) contains a narrative summary description of these programs during FFY'99 (financed FFY'98 funds), descriptions of the programs that are being conducted during FFY'99 under subcontracts with the PIC, and bar chart summaries of the refugees who were enrolled and served in FFY'98 and with what results.

d. Jobs For Youth Programs (with January-December "Calendar Years"):

Attachment No. 1.d. to this report (on two pages) contains a narrative summary description of the evolution of the Jobs For Youth Program and of its progress during CY'98. For reasons that will be explained, no detailed data are available for either the service providers, the persons enrolled and served, or for the performance achieved in this program.

e. One-Stop Program System (with January-December "Calendar Years"):

Attachment No 1.e. to this report on two pages) contains a narrative summary description of the development and implementation of "One-Stop San Francisco" during CY'98. While most of the "One-Stop Partners" identified in that report are among those required by the WIA (these include all of the programs administered by the PIC and described from paragraph 1. to subparagraph 1.d. of this report and, although no data are available for them yet, the programs administered by the other "core partners" of "One-Stop San Francisco" described in the second paragraph of the attached narrative. Performance data for other programs which are also required to be incorporated into San Francisco's One-Stop System by the WIA that will eventually have to be collected, displayed, and evaluated by the Local WIB include (but are not limited to):

- i. the "Trade Adjustment and NAFTA Transitional Adjustment" and the "Veterans Employment Representatives and Disabled Veterans Outreach" programs of the San Francisco Office or Offices of the State's Employment Development Department (i.e., the EDD, in addition to its "Labor Exchange or Job Services Program") authorized under Title I of the WIA and Chapter 2 of Title II of the *Trade Act of 1974*;
- ii. the "Adult Literacy, Literacy, and Vocational Education Programs" of the City College of San Francisco (CCSF) authorized under Title II of the WIA and the *Carl D. Perkins Vocational and Applied Technology Education Act*;
- iii. the "Literacy and Vocational Education Programs" of the San Francisco Unified School District (SFUSD) authorized under Title II of the WIA and the *Carl D. Perkins Vocational and Applied Technology Education Act*;
- iv. the "Senior Community Services Employment Program" of Self Help for the Elderly (SHE) authorized under Title V of the *Older Americans Act*;
- v. the "Employment and Training Programs", if any, of the Economic Opportunity Council of San Francisco, Inc. (EOC) authorized under the *Community Services Block Grant Act*; and
- vi. the "Community Development Block Grant Employment and Training Programs" of the Mayor's Office of Community Development and the "HOPE VI and other Employment and Training Programs" of the San Francisco Housing Authority authorized under the *Housing and Community Development Act* and other related federal legislation.

vii. While incorporation of additional federally-financed but locally-administered programs (e.g., the new Job Corps Program on Treasure Island, etc.) into San Francisco's One-Stop System is recommended in the WIA, it is possible that either the WIA regulations (an "interim" version of which is required to be published by next month with "final" version due by December 1st), the State, or both could "require" that these programs be incorporated.

2. Implications for:

a. The PY'99 Modification to San Francisco's PY'98-'99 (JTPA) Job Training Plan:

Since it is not expected the State will be able to develop a "Workforce Investment Plan" for the Secretary of Labor by April 1st of this year, WIA will probably not be fully implemented anywhere in California until July of 2000, which is the date upon which all authority under the *Job Training Partnership Act* expires and is the latest date upon which the WIA can be fully implemented.

As a consequence, the PY'99 Modification to San Francisco's PY'98-'99 (JTPA) Job Training Plan should serve as one principal mechanisms for making the transition from the currently configured programs and system to the new programs and system.

Inherent in that process will be the identification and reconciliation all of the differences in policies, terminology, goals, performance data, and, perhaps, even annual periods of performance evaluation among the various programs that are already part of San Francisco's One Stop System and those which will eventually have to be incorporated into it.

b. Implementation of the *Workforce Investment Act* (WIA) by July 2000:

While the State will also have to identify and reconcile all of the current differences in policies, terminology, goals, performance data, and the annual periods of performance evaluation among the various programs that are already part of its One Stop System and among those which are required to be eventually incorporated into it, there will be significant barriers to it making that transition by July of 2000 because:

- i. the Governor will have to organize and appoint a State Workforce Investment Board (or the "State WIB"), probably based on new enabling legislation of the State (for which "spot bills" have already been introduced);
- ii. the Governor, based on the recommendations of that new State WIB, will have to designate new "Workforce Investment Areas" (which, for certain areas of California, is likely to be very contentious and time consuming); and,
- iii. once all "Workforce Investment Areas" have been designated, the new State WIB will have to establish criteria and identify the appropriate Chief Local Elected Official or Officials (or CLEOs) for each area, the Local WIB will have to be organized, the CLEO or CLEOs will have to appoint the members of those new Local WIBs, and the Governor will have to certify that both the new Local WIB and its initial members are in compliance with the WIA.

Programs for July of 2000 cannot be effectively organized or approved until the State WIB and the Local WIB have been appointed, certified, and are functioning.

c. Separately Enclosed Draft of a "California Workforce Development Plan":

As indicated, this draft plan should be considered the State's initial response to the new federal *Workforce Investment Act*. It is being published to solicit the reviews and comments of interested individuals and organizations and it explains, in part, how much still has to be done.

3. Staff Recommendations:**a. The PY'99 Modification to San Francisco's PY'98-'99 (JTPA) Job Training Plan:**

While PIC Staff is not now recommending any major changes for the PY'99 Modification of the PY'98-'99 JTPA Plan, it may do so as a result of the Committee's review and public discussions during the first session on January 12th.

b. The Implementation of the *Workforce Investment Act* (WIA):

- i. PIC Staff is recommending that the Council ask the Mayor to submit an application to the Governor (which staff of the PIC could prepare) to have the City and County of San Francisco "automatically designated" to be a "Workforce Investment Area" under section 116 (a)(2) of the WIA.
- ii. The Staff is also recommending that the Council ask the Mayor to submit an application to the Governor (which Staff of the PIC could also prepare) to have the Private Industry Council of San Francisco designated as an "alternative entity" to serve as a Local WIB under the provisions of section 117 (l) of the WIA.

Additional information on the Labor Department's probable "interim regulations" and, as a result of them, on the State's probable policies and timelines will be provided to the Committee to the extent they are available by either the January 12th or January 26th sessions of its next meeting.

c. Draft of the "California Workforce Development Plan":

Staff may have also some suggested comments on this draft plan for the Committee to consider at either the January 12th or January 26th sessions of its next meeting.

cc: Will Lightbourne and SFDHS Staff
Philip Day, CCSF
Linda Davis, SFUSD
Lucy Scarborough, EDD
Nicholas DeLorenzo, NCOA
Pam David, Mayor's Office of Community Development
Ronnie Davis and SFHA Staff
Annie Chung, SHE
All PIC Subcontractors
All San Francisco One-Stop Partners
Mark Mosher, Com. on Jobs
Steven Bingham, SFNLAF
Irene Martinez, EDD/JTPD
Mary Ann Goodwin, CDE/EPU
Roger Caron, SDSS/RIPB
Lorraine Claassen, Region IX USDOL/ETA-GOTR
Steven Sachs, Region IX USHUD/CPDD

Attachments and Previously-Distributed Enclosures

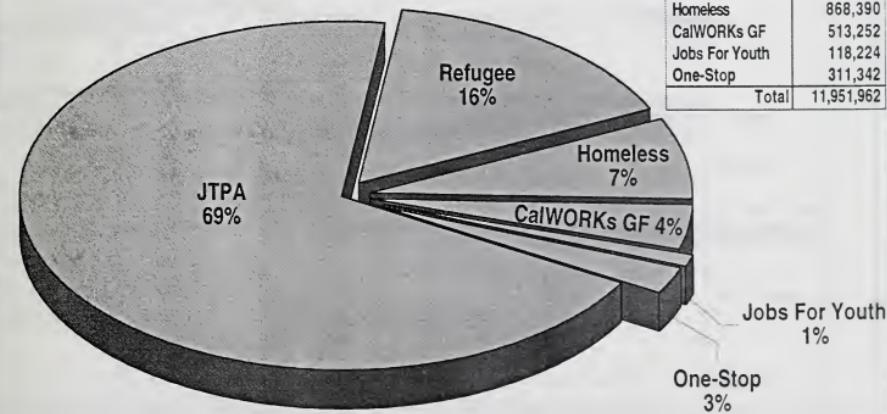
Attachment No. 1.

- Similar (but not always exactly comparable) Expenditure and Performance Data for JTPA, CalWORKs Employment and Training, HEC, and Refugee Programs (first two pages); and
- Graphic Displays of PY'97 JTPA Program Data (last nine pages).

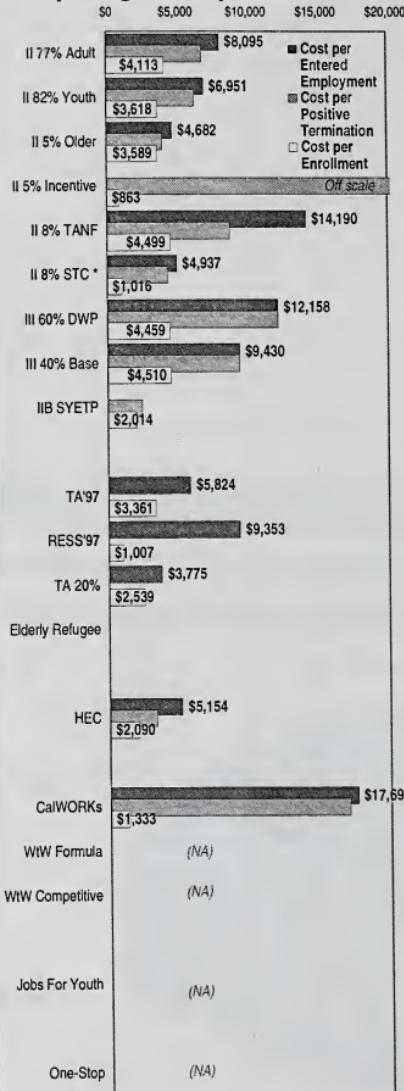
EXPENSE & PERFORMANCE COMPARED: JTPA, REFUGEE, HOMELESS, & CALWORKS PROGRAMS

PIC Program	Reporting Period	Accrued Annual Expense	Total Enrollment	Total Positive Terminations	Total Entered Employment	Cost per Enrollment	Cost per Positive Termination	Cost per Entered Employment	Positive Termination Rate	Entered Employment Rate
Job Training Partnership Act										
IIA-77% Basic Adult	7/97-6/98	2,282,795	555	334	282	4,113	6,835	8,095	83%	70%
IIC-82% Basic Youth	7/97-6/98	264,122	73	42	38	3,618	6,289	6,951	71%	64%
IIA-5% Older Individuals	7/97-6/98	323,051	90	81	69	3,589	3,988	4,682	99%	84%
IIA/C-5% Incentive	7/97-6/98	72,500	84	2	0	863	36,250	N/A	7%	0%
IIA/C-8%-50% TANF	7/97-6/98	184,468	41	21	13	4,499	8,784	14,190	78%	48%
IIA/C-8%-30% STC	7/97-6/98	207,354	204	48	42	1,016	4,320	4,937	34%	21%
IIIA 60% Dislocated Wkr.	7/97-6/98	2,091,156	469	172	172	4,459	12,158	12,158	74%	74%
IIIA 40% Base Closure	7/97-6/98	103,733	23	11	11	4,510	9,430	9,430	48%	48%
IIIB SYETP 1998	10/97-9/98	2,702,352	1,342	1,107	1	2,014	2,441	N/A	82%	0%
Refugee Programs										
Targeted Assistance 1997	10/97-9/98	850,287	253	N/A	146	3,361	N/A	5,824	N/A	58%
Ref. Empl. Soc. Svcs. 1997	10/97-9/98	420,907	418	N/A	45	1,007	N/A	9,353	N/A	11%
TA 20% Discretionary	10/97-9/98	139,661	55	N/A	37	2,539	N/A	3,775	N/A	67%
Elderly Refugees	10/97-9/98	498,368	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Supportive Housing Program										
Homeless Empl. Coll. HEC	1/97-12/98	1,736,780	831	518	337	2,090	3,353	5,154	62%	41%
CalWORKs/Welfare to Work Programs										
CalWORKs General Fund	7/98-12/98	513,252	385	30	29	1,333	17,108	17,698	75%	73%
Welfare-to-Work Formula			<i>(As of 12/31/98, there were no significant non-administrative expenses reported for either WIW FA or WIW Competitive)</i>							
Welfare-to-Work Competitive										
Jobs For Youth										
Jobs For Youth	10/97-9/98	118,224								
One-Stop										
One-Stop	1/98-12/98	311,342								

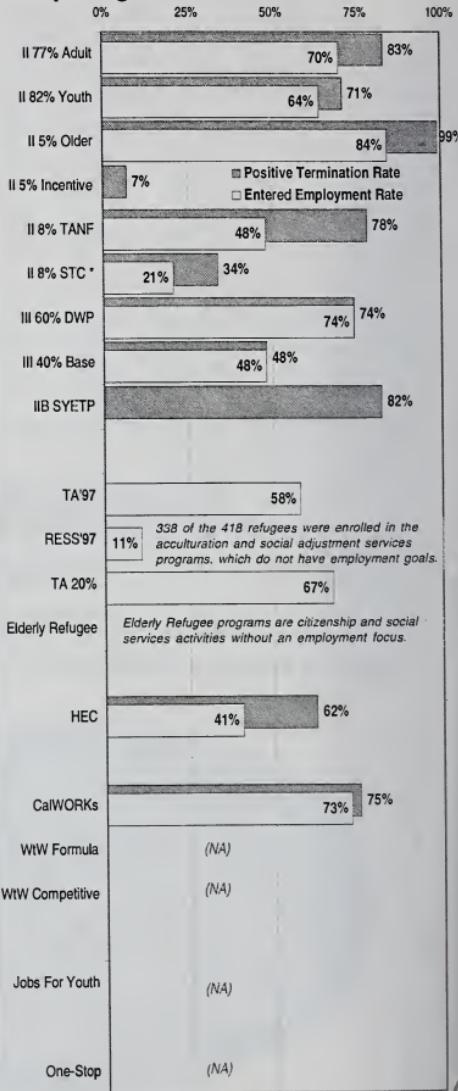
Selected Program Expenditures (Annualized)



Comparing Participant Costs

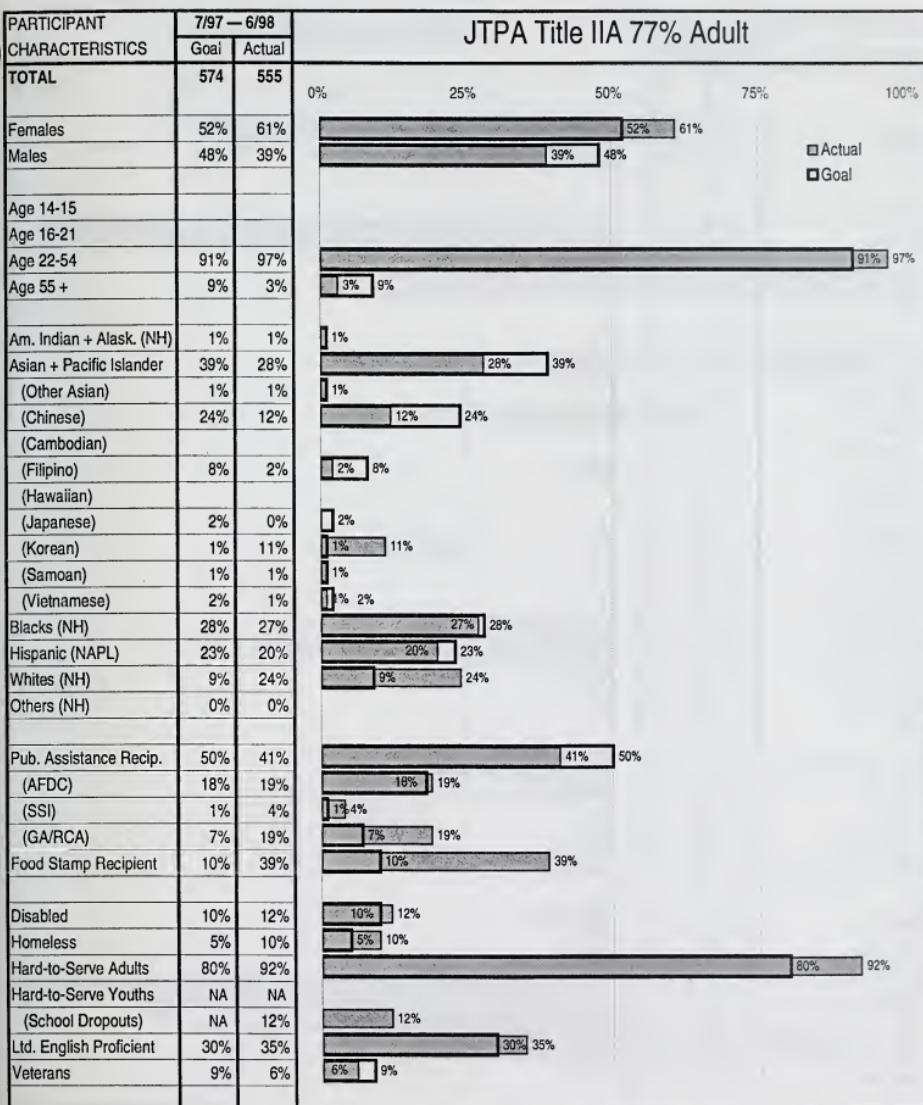


Comparing Outcome Rates



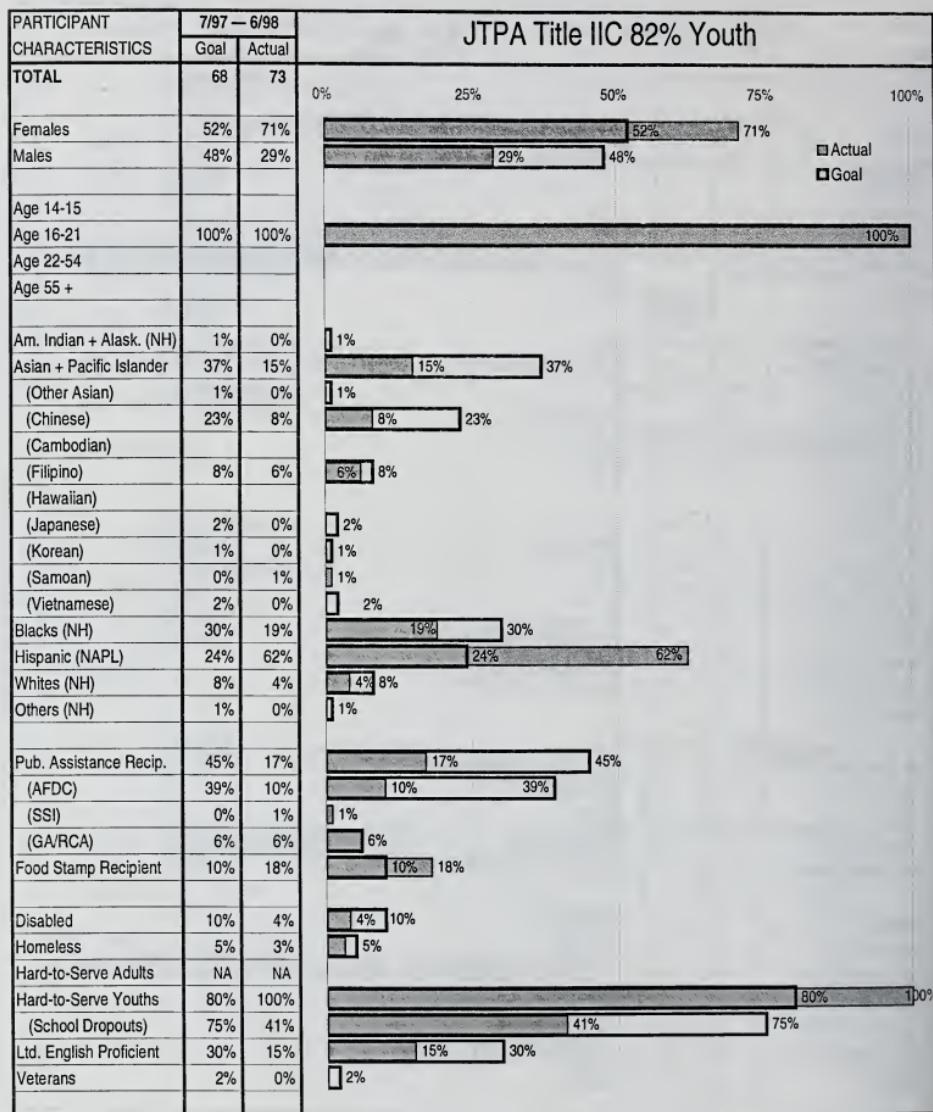
* 8% School-to-Career combines three separate programs operated in PY'97 by AND (34 enrollments), JVS (35 enrollments), and SFUSD (135 STEP youths). Cautionary Notes: Definitions of outcomes differ among programs. Differing chronologies and lack of definitions make direct comparisons risky.

Participant Characteristics

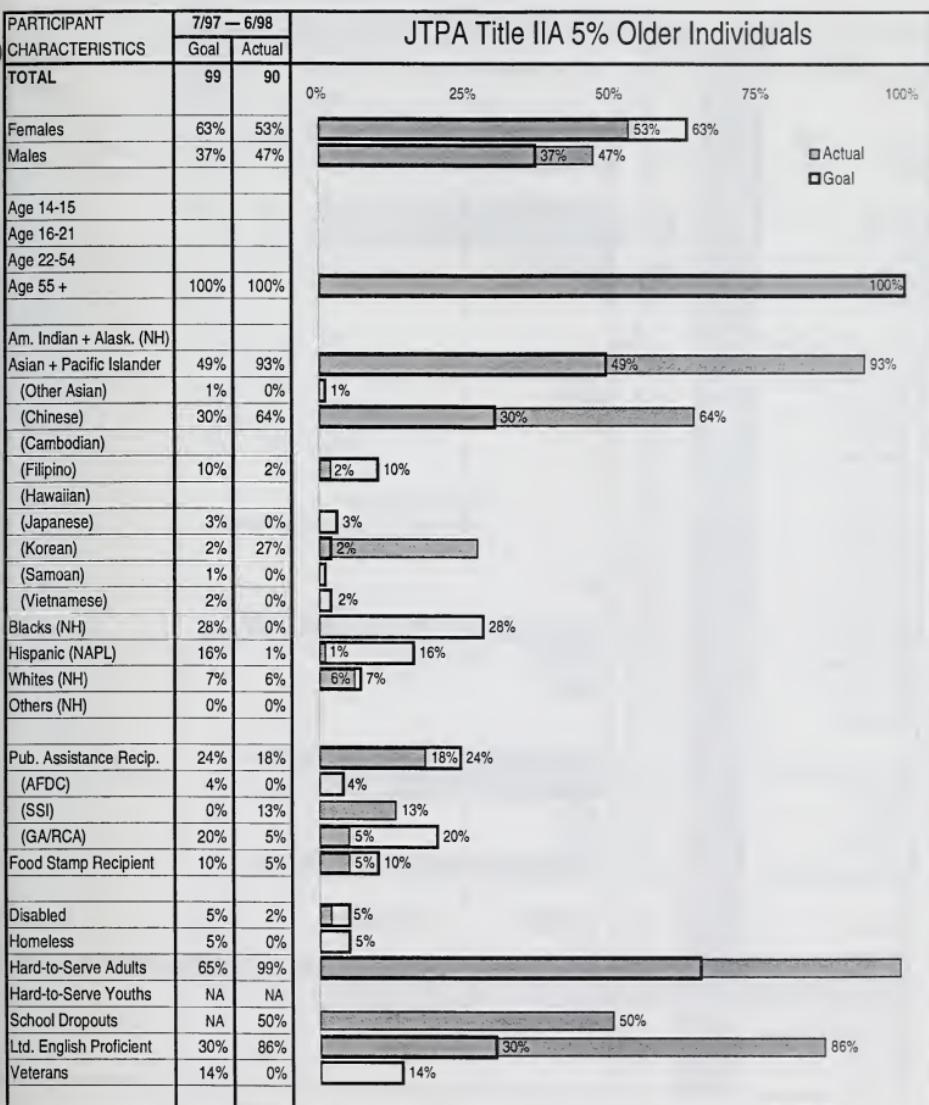


Enrollment goals are developed for each two-year JTPA Job Training Plan based upon State EDD estimates of economically disadvantaged San Franciscans.

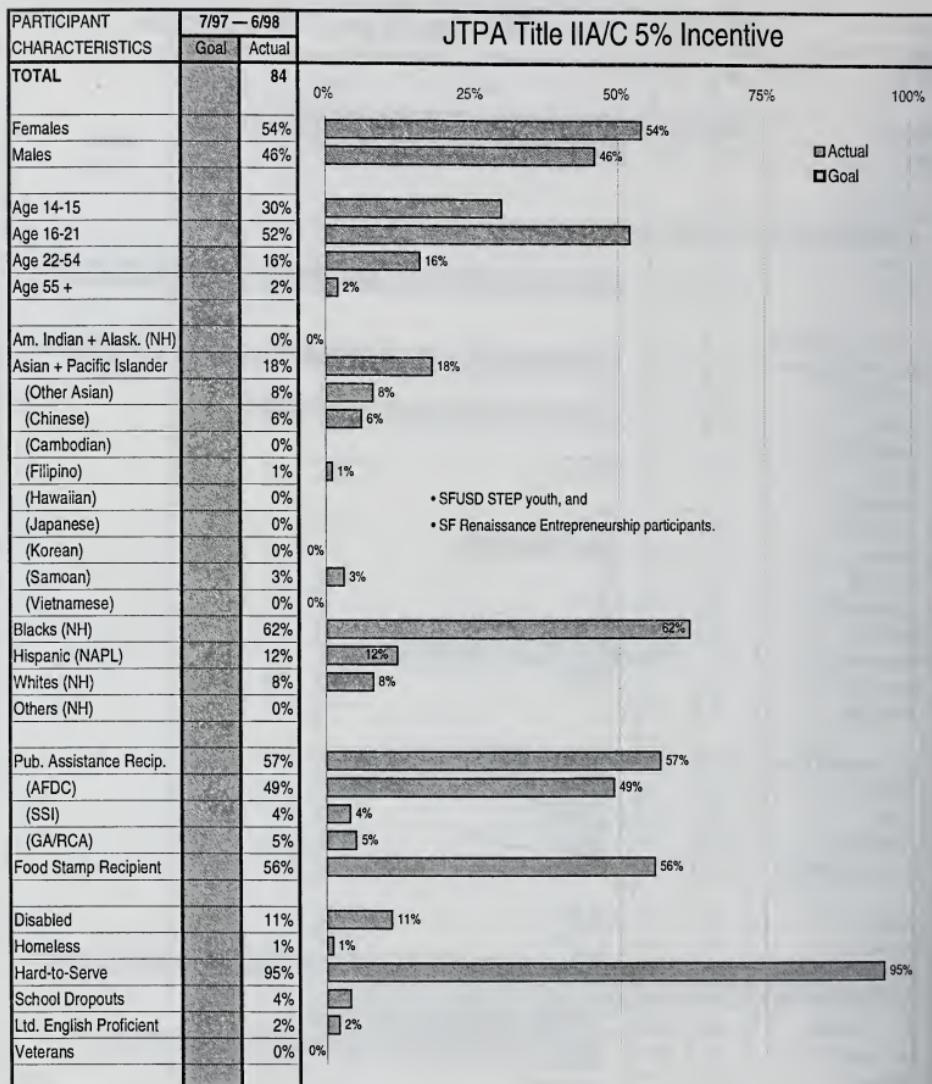
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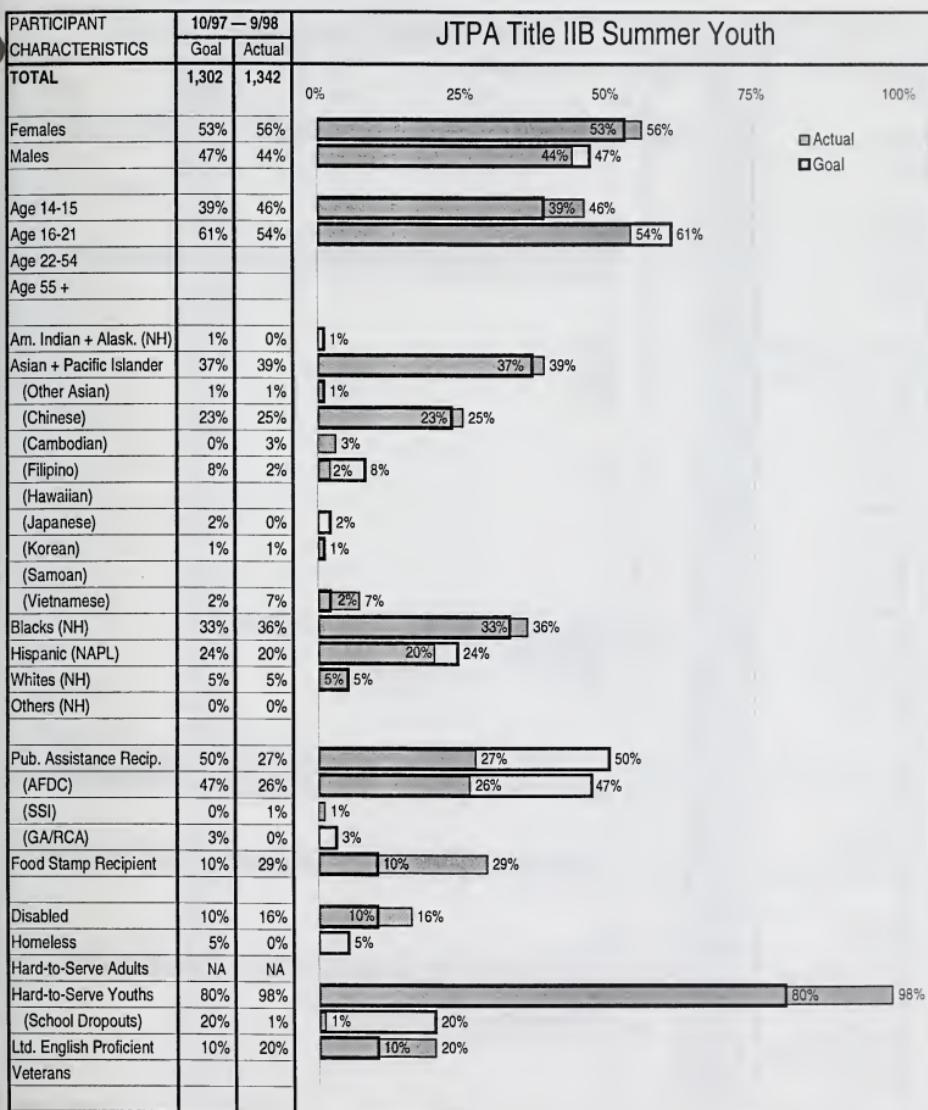
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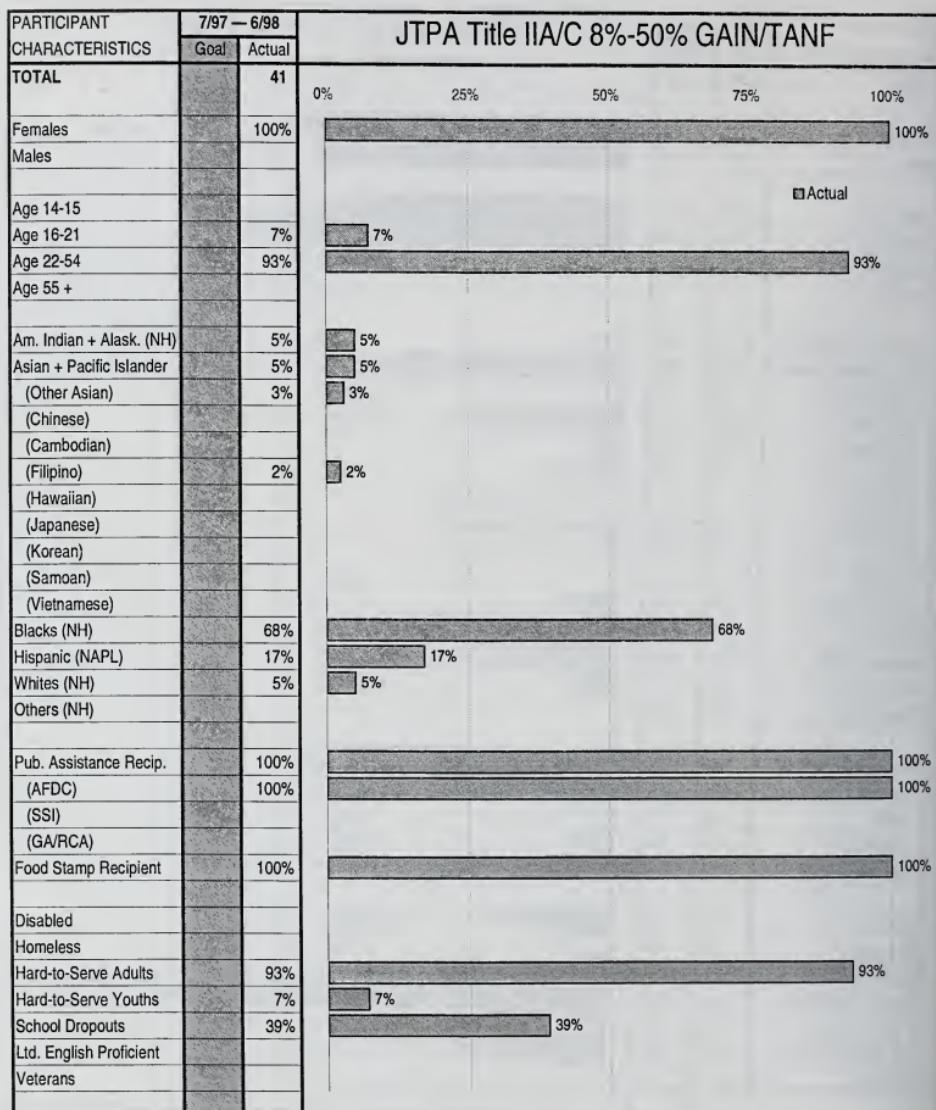
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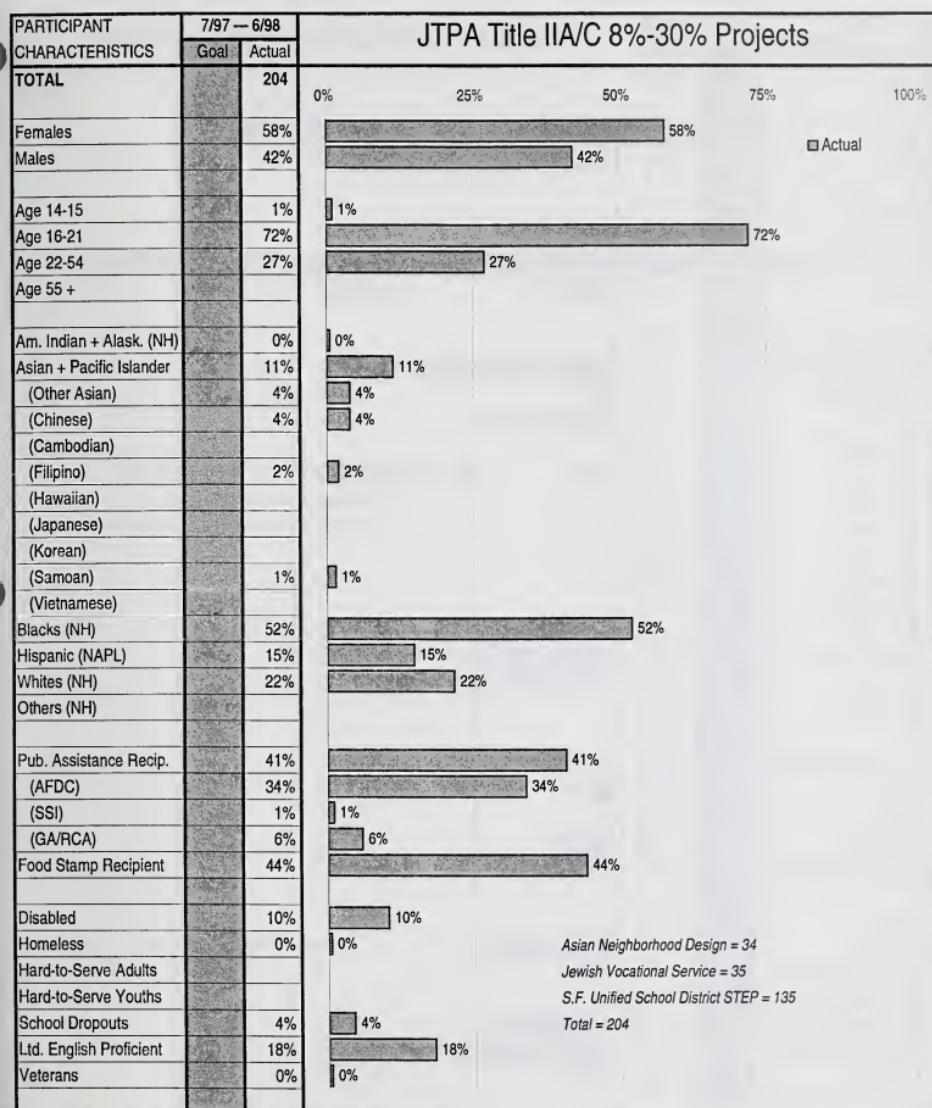
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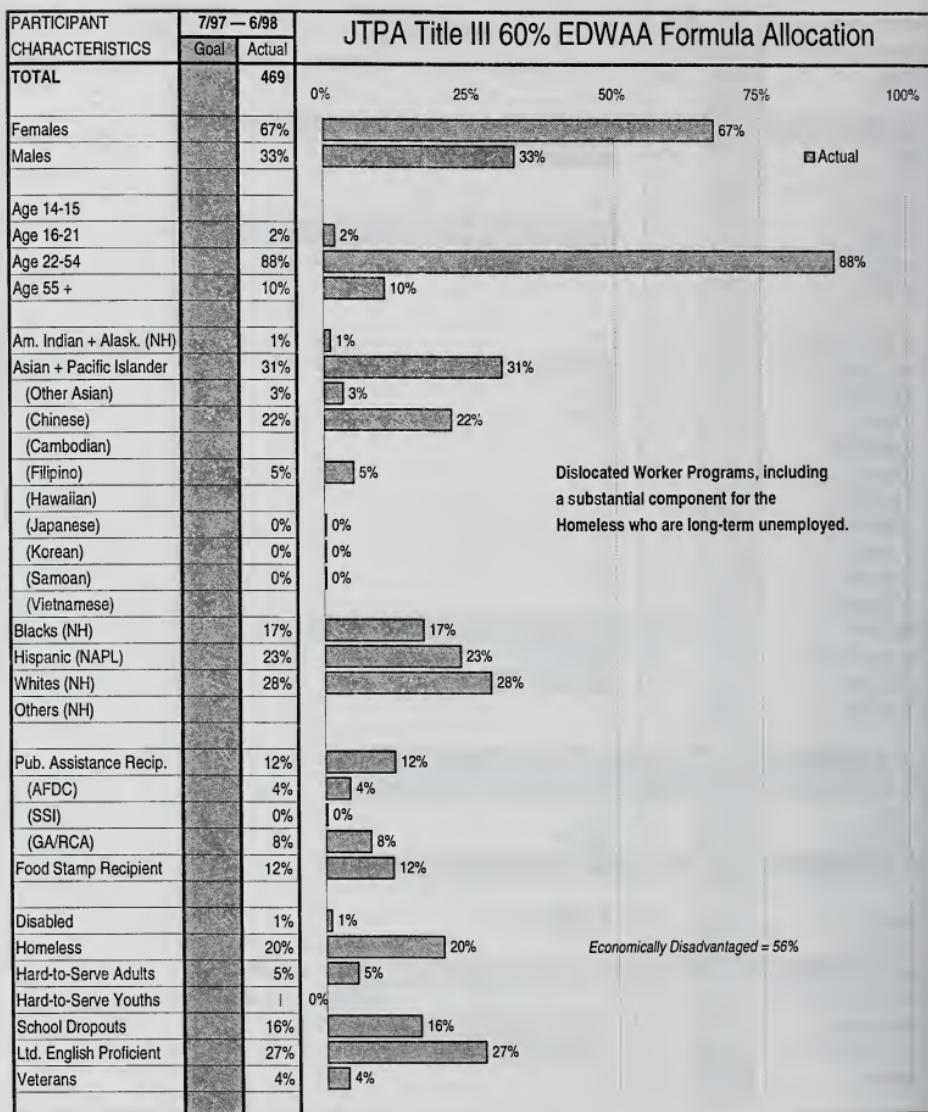
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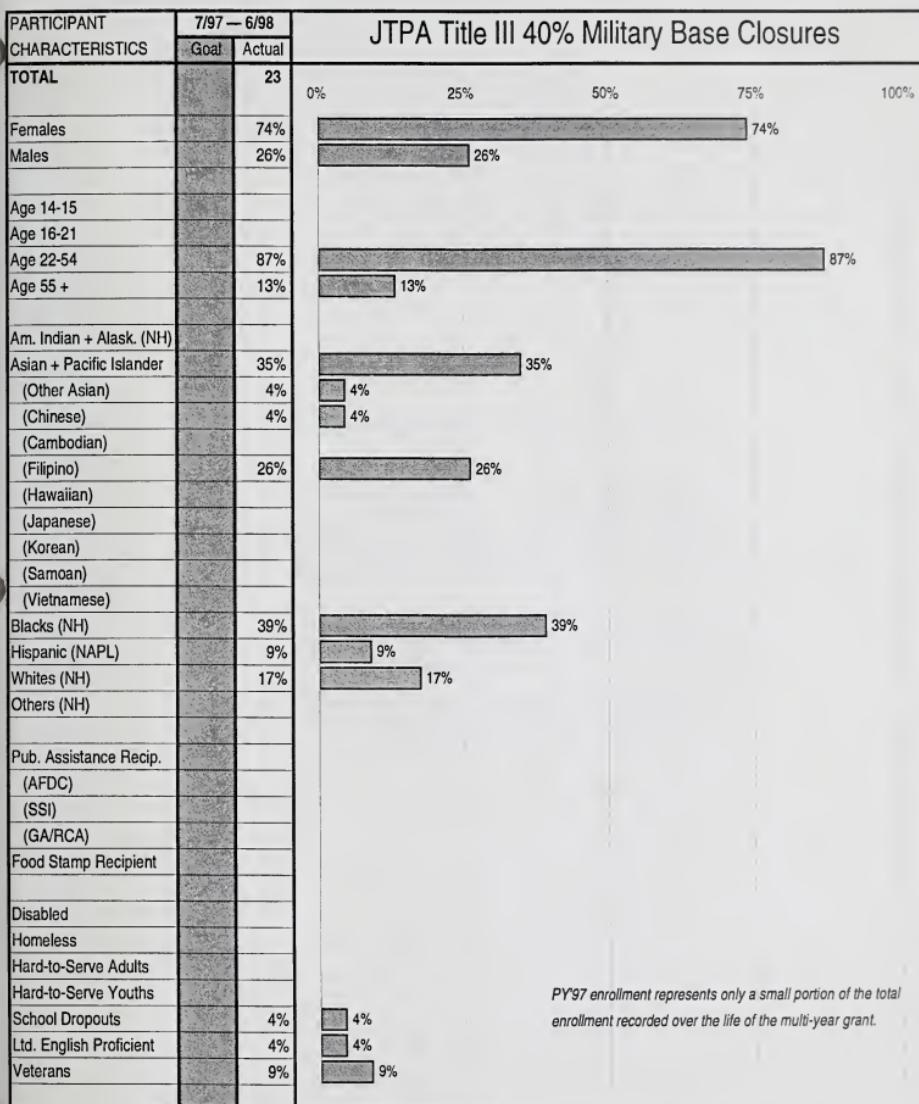
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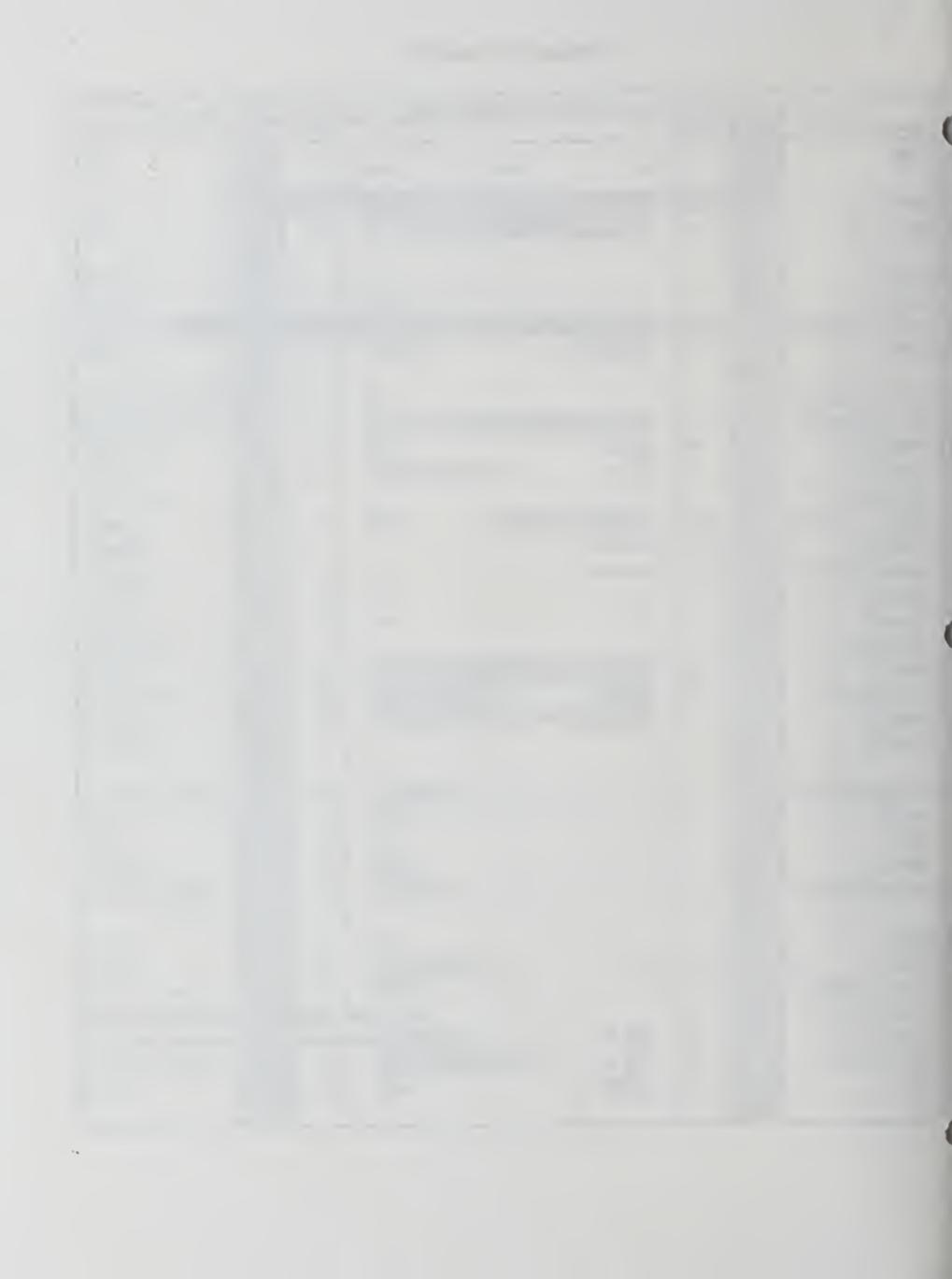
Participant Characteristics



Participant Characteristics



PY97 enrollment represents only a small portion of the total enrollment recorded over the life of the multi-year grant.



Attachment No. 1.a.

- **Narrative Description of CalWORKs Employment and Training, Personally Assisted Employment Services (PAES), Competitive Welfare-to-Work (WtW), and Formula WtW Programs (first two pages);**
- **List of PIC's Initial CalWORKs Employment and Training Program Subcontractors (second two pages); and**
- **Graphic Displays of CalWORKs Employment and Training Program Data (last page).**



**CALIFORNIA WORK OPPORTUNITY AND RESPONSIBILITY TO KIDS (CALWORKS) PROGRAM
PERSONAL ASSISTED EMPLOYMENT SERVICES (PAES) PROGRAM
COMPETITIVE WELFARE-TO-WORK PROGRAM AND
FORMULA WELFARE-TO-WORK PROGRAM**

California Work Opportunity and Responsibility to Kids (CalWORKs)

The funds available to provide training to TANF (Temporary Assistance for Needy Families) recipients in the California Work Opportunity and Responsibility to Kids (CalWORKs) program are the City's General Fund through the San Francisco Department of Human Services (DHS) contracted to the PIC. The funds in the amount of \$2.3 million come with a State-matching grant with regards to the State Welfare-to-Work (WtW) grant. City General Funds do not face the same use and target population restrictions as the Department of Labor (DOL) Welfare-to-Work funds. On February 24, 1998 a CalWORKs Request for Qualifications (RFQ) was jointly issued by the Private Industry Council of San Francisco, Inc. (PIC) and the San Francisco Department of Human Services (DHS). The RFQ contained five separate due dates. The five dates for submission of proposals were March 23, May 4, July 6, October 5, and December 1. On December 1, 1998, the last proposal due date, the PIC received eleven more proposals, bringing the total number of responses to seventy (70). A task force of PIC and DHS staff, along with a community person and a business representative is being assembled to read the eleven new proposals.

The first phase of the strategy in bringing programs on line was to first fund programs that would provide TANF clients with job readiness skills that would assist them to move into employment as soon as possible. Therefore, contracts for nine Work Readiness programs were negotiated by the PIC, financed with San Francisco General Fund dollars. Clients are being referred by DHS staff to these nine organizations. The second phase of bringing programs on line was to introduce job training programs. There are currently nine contracts negotiated by the PIC, providing a variety of hard skills training to TANF clients; in addition, five agencies are set to begin in early January.

In general, the CalWORKs program has experienced a slow start-up. The reason referrals have not materialized at the pace that was expected initially (600 per month) was that clients needed more hard skills training than was expected. The first round strategy was dedicated to work readiness and direct job placement. The program began receiving and enrolling participants in late July. Through the month of December, 385 participants have been enrolled, and 29 have been placed in jobs. The remaining participants are currently in the 90 days of job search.

Personal Assisted Employment Services (PAES)

The Personal Assisted Employment Services (PAES) is designed to provide employable adults receiving General Assistance (GA) with the education, training, and supportive services necessary to gain lasting employment and become self-sufficient.

An agreement between the DHS and the PIC in the amount of \$705,000 in City General Funds and Federal Food Stamp Employment and Training (FSET) money allows the PIC to develop and operate an employment and training system targeted to indigent adults without dependents.

PAES began in early November. Several meetings have been held with Community Based Organizations (CBOs) to discuss the start-up of the PAES program and the expansion of existing programs to accommodate clients interested in the services provided by the CBO. There have been no enrollments into the PAES program.

DOL Competitive Welfare-to-Work Program

The PIC received word in early June of their award of first round funding of the Department of Labor Competitive WtW Grant. The grant was awarded in the amount of \$4.2 million. The DOL Competitive Grant is in its infancy stage. The three components of the DOL grant are: Employment Retentions Model, Wage Base Community Service Pilot and Construction Careers Advancement Program (CCAP). Representatives of the 3COM events met to discuss the start-up of the grant and to familiarize all the collaborative involved. The Wage Base Community Service Pilot component has been renamed "Community Jobs." The start date of "Community Jobs" is expected in early January. The CCAP component of the DOL grant is scheduled to go out in a Request For Proposal (RFP) in early January 1999.

The program is currently on target with our proposal time line. Client referrals to the Employment Retention Model began in early November. Currently there are approximately 20 participants enrolled.

**CALIFORNIA WORK OPPORTUNITY AND RESPONSIBILITY TO KIDS (CALWORKS) PROGRAM
PERSONAL ASSISTED EMPLOYMENT SERVICES (PAES) PROGRAM
COMPETITIVE WELFARE-TO-WORK PROGRAM AND
FORMULA WELFARE-TO-WORK PROGRAM**

Formula Welfare-to-Work Program

The PIC is responsible for both receiving and administering a subgrant for the federally financed formula-allocated Welfare-to-Work program for the City and County of San Francisco. The total subgrant amount for the three year period is approximately \$2.2 million. Because of the lack of acceptable definitions and because General Accepted Accounting Principle (GAAP) requires that expenditure to be recorded to the proper accounts, which are based on terms that have not been defined at the Federal level, there have been no negotiated contracts or clients enrolled. There is a possibility to make several CalWORKs contracts retroactive in order to satisfy the Work First requirement. There will also be a second Formula Welfare-to-Work subgrant to San Francisco.

In developing the implementation strategies, it was decided that PIC staff involved with WtW would be out-stationed with DHS Employment Specialists at the different One Stop locations. Currently, PIC staff are co-located at the following sites: PAES, 1235 Mission Street; City College Southeast Campus, 1800 Oakdale Avenue; DHS 170 Otis and Career Link at the EDD, 3120 Mission Street.

Monthly staff meetings are held between senior members of both the PIC and DHS to discuss on-going issues around the referrals, reporting requirements, various retention strategies, and problem solving.

At the request of the members of the Council, a Welfare-to-Work Advisory Committee was established to give input to the PIC staff on operational issues relating to feedback and suggestions regarding the implementation of training and employment activities. The Committee consists of members of all subcontracting agencies serving CalWORKs/PAES clients, former clients, and advocacy organizations.



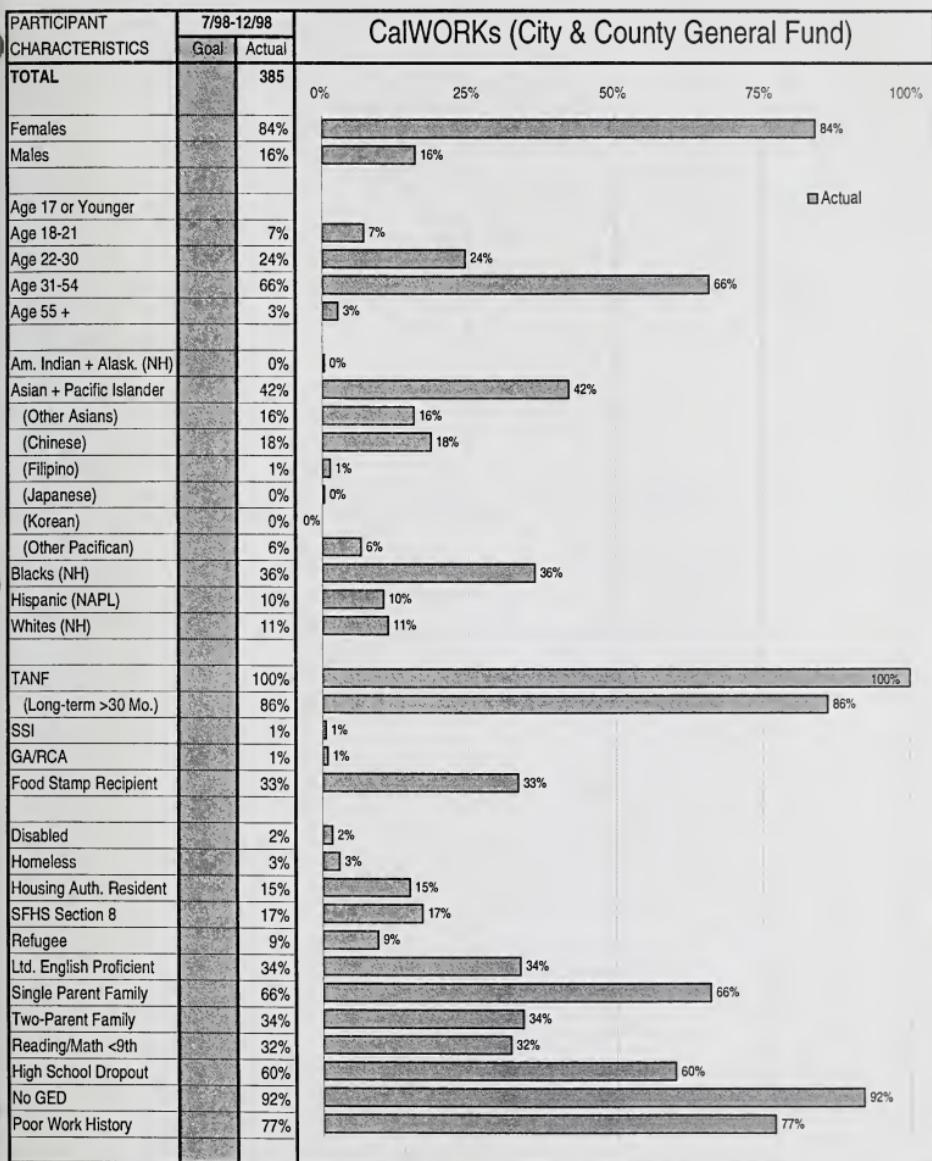
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S.F. CalWORKS WELFARE-TO-WORK SERVICE PROVIDERS

SUBCONTRACTOR	PROGRAM DESCRIPTION	ENTRY REQUIREMENTS
Arriba Juntos 1850 Mission Street San Francisco, CA 94103 (415) 863-9307 Fax: (415) 863-9314	96 hours of job readiness training. Lifeskills training. Job search and referral. Job retention and supportive services.	CalWORKS Participant. 18 years or older and employed a minimum of 5 hours per week. Minimum 8.9 grade reading & math. English score of 209 on CASAS.
	Instruction in nursing theory and on-the-job training to become nurse assistants or home health aides. Job referral, placement and retention.	CalWORKS Participant. Minimum 5th grade reading & math. English score of 400 on CASAS.
	Homemaker Training. Care for the homebound population. Job referral, placement and retention.	CalWORKS Participant. Minimum 5th grade reading & math. English score of 400 on CASAS.
	Comprehensive computer software training. Job referral, placement and retention.	Minimum 6th grade reading & math. English score of 400 on CASAS.
Asian Neighborhood Design 1232 Connecticut Street San Francisco, CA 94107 (415) 648-7070 Fax: (415) 648-6303	Hands-on training in carpentry, construction and cabinetmaking. AutoCAD and computer controlled machinery, vocational math and OJT. Career counseling, lifeskill training, job referral, placement and advocacy to enhance retention.	CalWORKS Participant. At least 17 years of age. Demonstrated interest & aptitude. Minimum 5th grade reading & math. ESL Level 6.
Catholic Charities- REAP 814 Mission Street San Francisco, CA 94121 (415) 442-5217 Fax: (415) 844-4747	VESEL classes and work readiness workshops. One-on-one job counseling, case management, placement assistance, job retention and support services.	CalWORKS Participant. Limited English-speaking (Score under 240 in English on CASAS). Participate at least 26 hours weekly.
Center for Employment Training 1727 Mission Street San Francisco, CA 94103 (415) 255-8880 Fax: (415) 252-0990	Vocational Training in Shipping and Receiving, Warehouse Operations, Medical Assisting, Accounting, Office Skills, Building and Sales. Work readiness, Work Experience/OJT achieved as an employee of C.E.T. Job placement & retention. Supportive services.	CalWORKS Participant. No prerequisites or entry tests. Average training time for this 900 hour self-paced course is 6-8 months.
Family Service Agency of SF 1010 Gough Street San Francisco, CA 94109 (415) 474-7310 Fax: (415) 931-3773	Health care services, administrative and clerical services. OJT provided by Kaiser-Permanente. FSA-SF provides readiness workshops, job coaching, supportive services, work site supervision and mediation, follow-up counseling and ongoing training for placed participants.	CalWORKS Participant. Minimum 8th grade reading level and 7th grade math level. Commitment of 26 hours per week for 3 months.
Glide Memorial Church 330 Ellis Street San Francisco, CA 94102 (415) 771-6300 Fax: (415) 921-6951	Partnership with City College: Hospitality Training Program. Work readiness, placement assistance, job mentoring, job retention, supportive services and internships in the Glide Food Program.	CalWORKS Participant. Minimum 8th grade reading and math level. No active substance abuse problem and a stated willingness to adhere to program norms.

Goodwill Industries, Inc. 1500 Mission Street San Francisco, CA 94103 (415) 575-2145 Fax: (415) 575-2170	Work readiness classroom activities, Pre-employment program, Life Skills 1&2, Career Education. VESL classes. Work experience within Goodwill stores, donation sites, processing center and administrative offices. Placement & retention.	CalWORKS Participant. Minimum 4th grade reading and math level. Open to all SPLs.
Jewish Vocational Service 77 Geary Street, Suite 401 San Francisco, CA 94108 (415) 391-3600 Fax: (415) 391-3617	Training for Certified Nurse Assistants and Home Health Care Aides. Work Readiness Class, CNA/HHA Training, Job Search/Placement, Job Retention, Supportive Services and Career Advancement Assistance.	CalWORKS Participant. Minimum 5th-6th grade reading level, 4th-5th grade math level. Open to SPL 4 and above.
	Partnership with Juma Ventures to offer job readiness services, job search, work study, job creation thru wage subsidy, job placement, job retention and support services.	CalWORKS Participant. Open to all levels of reading and math and open to all SPLs.
Juma Ventures 116 New Montgomery Street, Suite 600 San Francisco, CA 94105 (415) 247-6580 Fax: (415) 896-2449	Partnership with Jewish Vocational Service to offer job readiness services, job search, work study, job creation thru wage subsidy, job placement, job retention and support services.	CalWORKS Participant. Minimum 9th grade reading and math level. Fluency in English desired.
Morrisania West, Inc. 205-13th Street, Suite 300 San Francisco, CA 94103 (415) 552-4660 Fax: (415) 552-4137	Custodial/Janitorial Training. In conjunction with Janitorial Union Local 87 SEIU will recruit, train, provide Job Readiness Workshops and conduct job placement.	CalWORKS Participant. Open to all levels of reading and math. Open to all SPLs.
Northern California Service League 28 Boardman Place San Francisco, CA 94103 (415) 863-2323 Fax: (415) 863-1882	Work readiness training. Job search, job placement services, job retention and supportive services.	CalWORKS Participant. Preference for ex-offenders & non-custodial parents. Open to all levels of reading and math. Fluency in English desired.
The Family School 548 Fillmore Street San Francisco, CA 94117 (415) 554-0425 Fax: (415) 554-0440	Work readiness training. Job search, job placement services, job retention and supportive services.	CalWORKS Participant. Open to all levels of reading and math. Fluency in English desired
Toolworks, Inc. 450 Pacific Avenue, Suite 200 San Francisco, CA 94133 (415) 362-2307 Fax: (415) 362-3741	Custodial/Janitorial Training. Training is directed primarily to individuals with disabilities. Certificate Program at City College (108 hours) and 6 week paid internship at Toolworks. Job placement, retention & supportive services.	CalWORKS Participant. Open to all levels of reading and math. Open to all SPLs.
Visitation Valley Jobs, Education & Training 333 Schwerin Street San Francisco, CA 94134 (415) 239-2866 Fax: (415) 239-8146	Work readiness training. Job search, job placement services, job retention and supportive services.	CalWORKS Participant. Open to all levels of reading and math. Open to all SPLs.
Young Community Developers 1715 Yosemite Avenue San Francisco, CA 94124 (415) 822-3491 Fax: (415) 822-4958	Work readiness training. Job search and job placement services. Job retention and supportive services.	CalWORKS Participant. Minimum 7th grade reading and math level. Communicates in English.
	Vocational skills training thru a partnership with 10 agencies and OJT, leading to regular employment. Job search, placement, job retention and supportive services.	CalWORKS Participant. Minimum 7th grade reading and math level. Ability to communicate in English.

Participant Characteristics



footnote as needed



Attachment No. 1.b.

- Narrative Description of the Homeless Employment Collaborative (HEC) Program (first page);
- List of the PIC's HEC Subcontractors (second two pages); and
- Graphic Displays of HEC Program Data (last page).



HOMELESS EMPLOYMENT COLLABORATIVE

As of December 31, 1998, the Homeless Employment Collaborative (HEC) has completed two years of a three year, \$3 million grant from the U.S. Department Housing and Urban Development (HUD). The grant is authorized by the Stewart B. McKinney Homeless Assistance Act of 1987 and is administered by the San Francisco Department of Human Services (DHS). The PIC manages the Collaborative as the Project Sponsor for the City and County of San Francisco.

The concept for the HEC was developed in San Francisco's Continuum of Care "five year plan for establishing an integrated housing, health, and human service system for individuals and families who are homeless or at risk of homelessness" in April 1994.

The HEC was part of the City and County of San Francisco's April 7, 1995 Supportive Housing Program Application to HUD for McKinney funds. Its purpose, as stated in the application, is to "assist homeless people to find and maintain jobs". The target population in the HEC program is the "San Francisco homeless who live on the streets, in emergency shelters, in transitional or supportive housing or are institutionalized in a prison or in a medical facility but were homeless prior to being institutionalized and who will be homeless after being institutionalized."

Upon notification by HUD that the HEC had been funded, the PIC staff developed a three year plan that was presented and reviewed by the Planning Committee of the Private Industry Council in June 1996 and approved by the full Council on July 9, 1996.

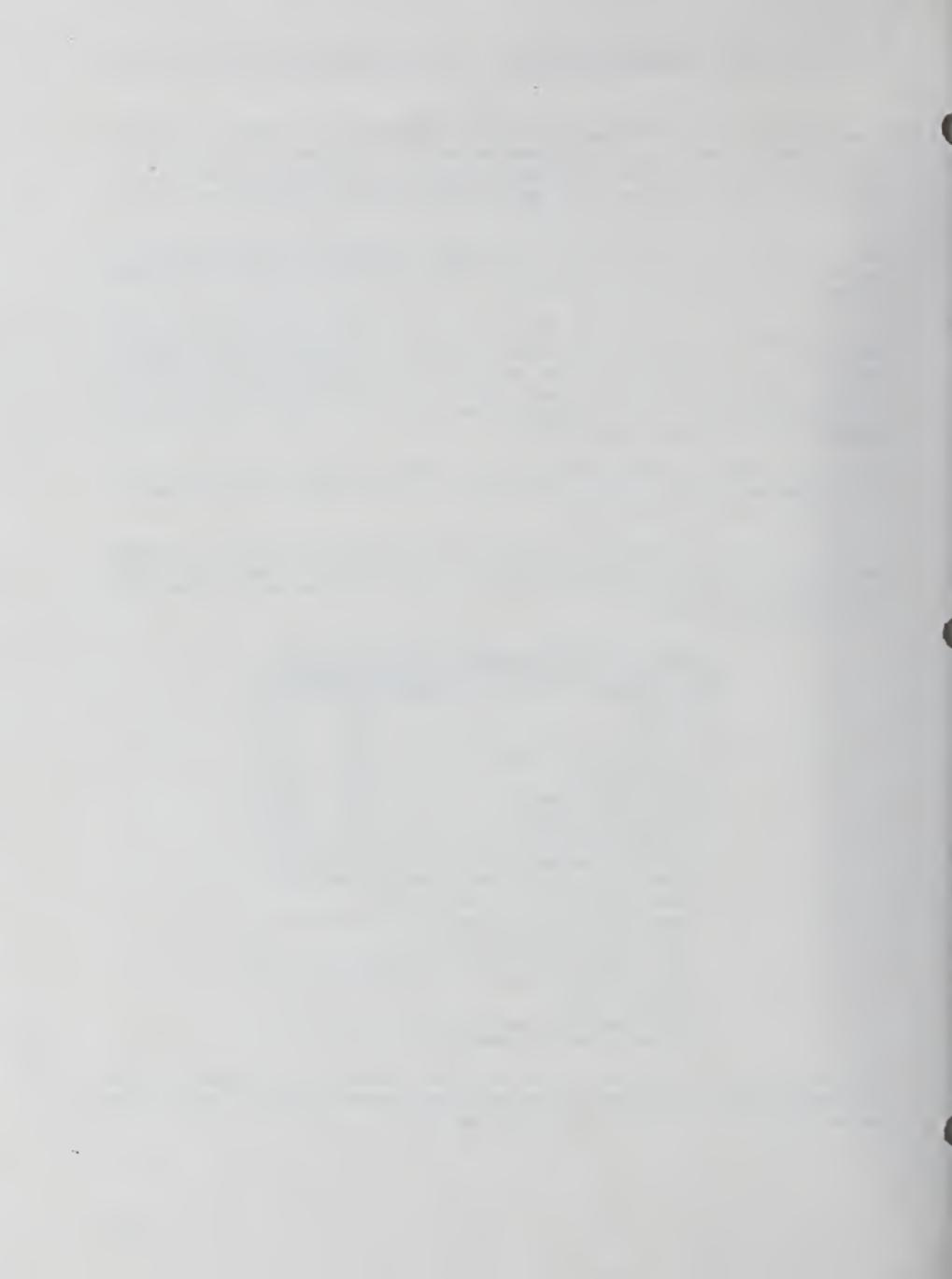
Through a Request For Proposal (RFP) the PIC subcontracted HEC funds for employment and training programs for the homeless with ten agencies in Year One, with twelve agencies in Year Two and currently is subcontracting with thirteen agencies for Year Three. A roster and program description of the current HEC subcontractors is attached.

Program Performance - Calendar Year 1997 & 1998:

	Two Yr. Goals	Two Yr. Results
Enrollments	820	831
Placements	320	337
Other Positive Terminations (a)	194	180
Placement Rate (b)	39%	41%
Positive Termination Rate (c)	63%	62%
90 Day Retention Rate (d)	50%	73%

- (a) Other positive terminations are positive outcomes other than placement, such as enrollment in another community based training program or a community college program after completion of training or the achievement of an educational goal.
- (b) Placement Rate is the number of placements divided by the number of enrollments, who have been terminated.
- (c) Positive Termination Rate is the sum of placements and other positive terminations divided by the number of enrollments, who have been terminated.
- (d) 90-Day Retention Rate is the percent of participants placed who are still employed 90 days after placement.

The City and County of San Francisco responded to the notice that new McKinney funds were available for homeless programs and recently received word that HUD has approved a grant of \$2,060,000 that will extend the HEC for a two year period through December 31, 2001.





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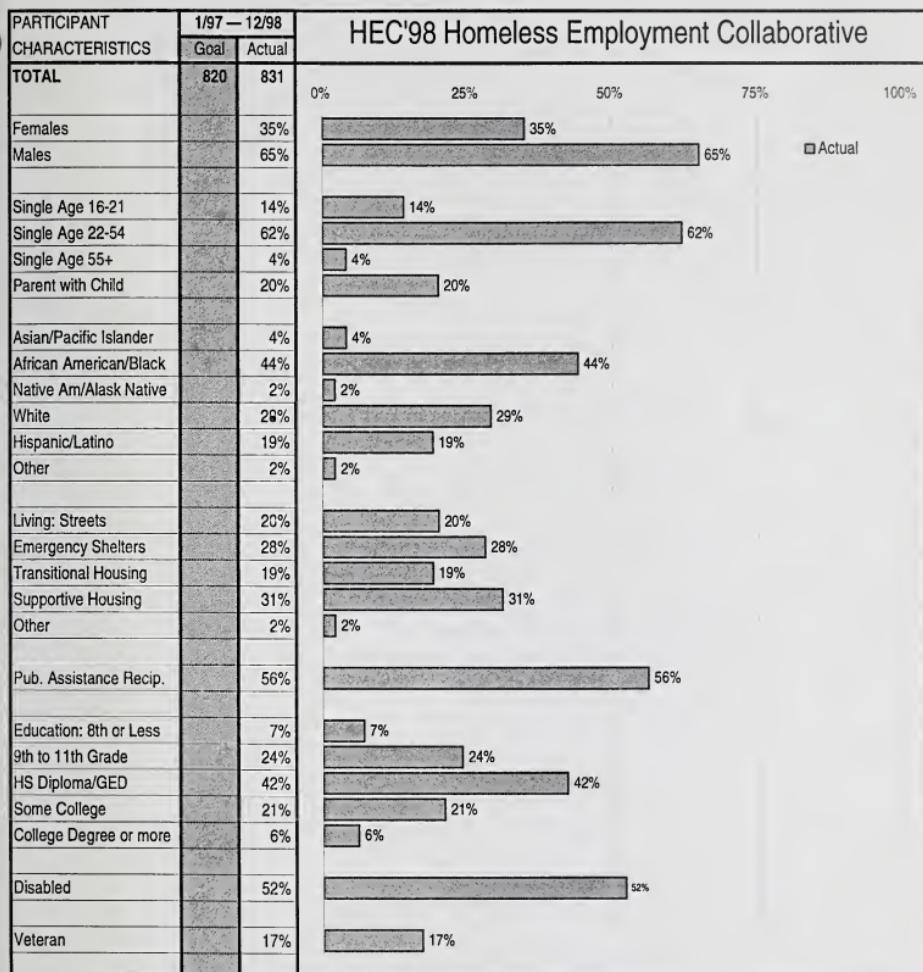
HOMELESS EMPLOYMENT COLLABORATIVE PROGRAM SUBCONTRACTORS

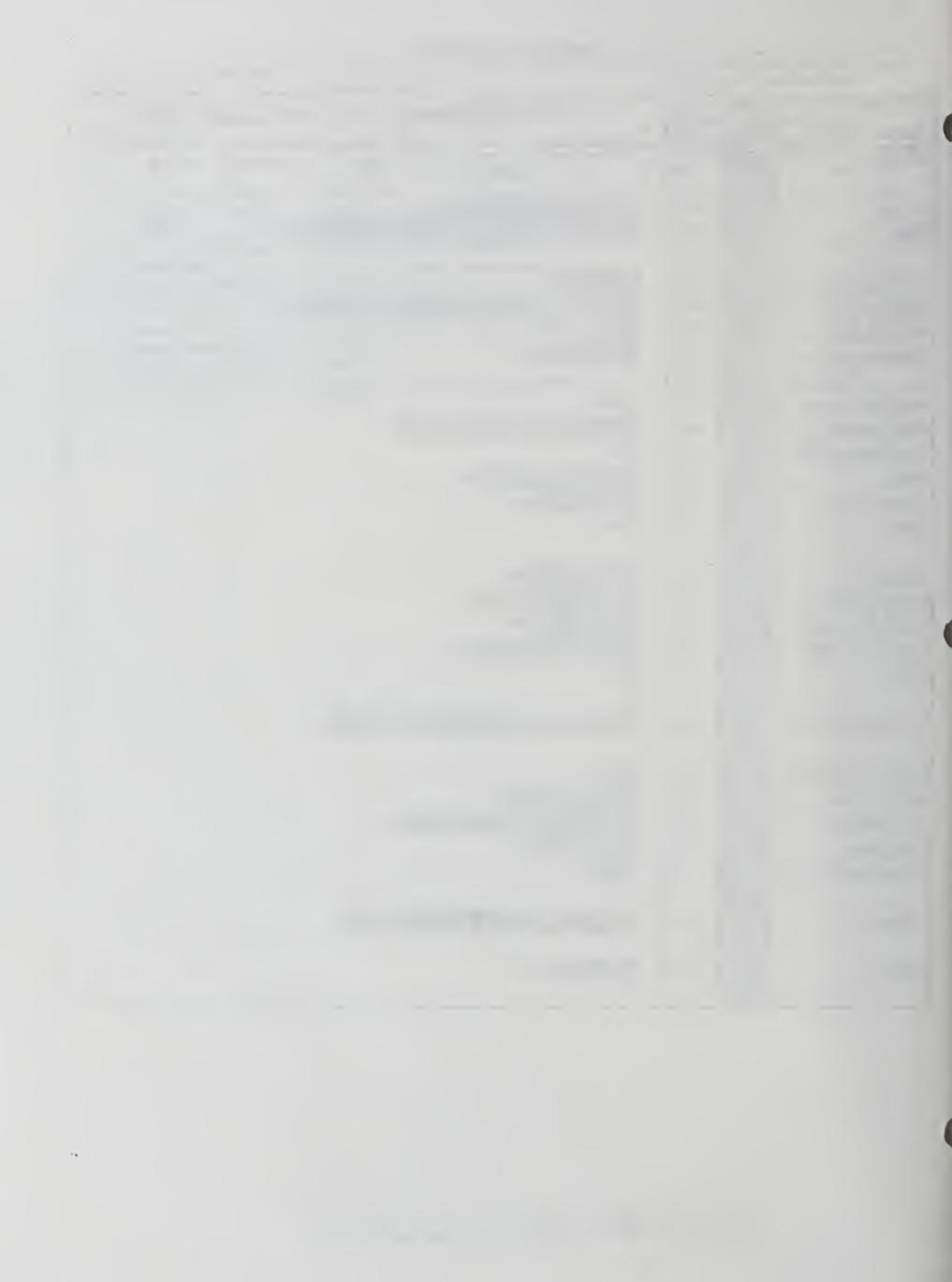
September 1, 1998 through September 30, 1999

1. SUBCONTRACTOR	PROGRAM DESCRIPTION	ENTRY REQUIREMENTS
Arriba Juntos 1850 Mission Street San Francisco, CA 94103 Tel. 863-9307	Classroom training for automated office skills occupations. Also includes basic remedial education. Fifty-six (56) training slots are available.	Applicants must be 18 years of age or older, and homeless. Open entry/open exit from October 1, 1998 to September 30, 1999.
Catholic Charities 6324 Geary Boulevard San Francisco, CA 94121 Tel. 750-5080	Job Search/Job Preparation Services and Direct Placement. Thirty (30) training slots are available.	Applicants must be 18 years of age or older, and homeless. Open entry/open exit from October 1, 1998 to September 30, 1999.
Center for Employment Training 1727 Mission Street San Francisco, CA 94103 Tel. 255-8880	Classroom training for building trades, shipping and receiving and medical assistance. Eight (8) training slots are available.	Applicants must be 18 years of age or older, and homeless. Open entry/open exit from October 1, 1998 to September 30, 1999.
Central City Hospitality House 290 Turk Street San Francisco, CA 94102 Tel. 749-2130	Classroom training and work experience program for youth. Fifty (50) training slots are available.	Applicants must be 15 to 21 years of age and homeless. Open entry/open exit from September 1, 1998 to August 31, 1999.
Community Housing Partnership 1010 Market Street San Francisco, CA 94102 Tel. 241-9015	Job Search/Job Preparation Services and Direct Placement. Seventy-five (75) training slots are available.	Applicants must be 18 years or older and homeless, especially those living in supportive housing. Open entry/open exit from October 1, 1998 to September 30, 1999
Episcopal Community Services Skills Center 705 Natoma Street San Francisco, CA 94103 Tel. 487-3790	Basic remedial education program and GED preparation. Sixty (60) training slots are available.	Applicants must be 18 years of age or older and homeless. Open entry/open exit from September 1, 1998 to August 31, 1999.
Goodwill Industries 1500 Mission Street San Francisco, CA 94103 Tel. 575-2127	Classroom training for retail sales, retail merchandising, hotel and restaurant jobs, office technology, and transitional employment. Twenty-one (21) training slots are available.	Applicants must be 18 years of age or older and homeless. Open entry/open exit from October 1, 1998 to September 30, 1999.
Jewish Vocational Service 77 Geary Street, Suite 401 San Francisco, CA 94108 Tel. 391-3600	Job Search/Job Preparation Services and direct placement program. Forty (40) training slots are available.	Applicants must be 18 years of age, homeless parents with children, homeless public assistance recipients or homeless eligible for public assistance Open entry/open exit from October 1, 1998 to September 30, 1999.
Mission Hiring Hall 3042-16th Street San Francisco, CA 94103 Tel. 626-1919	Classroom training for keyboarding, word processing, computers, office technology and desktop publishing. Twenty-four (24) training slots are available.	Applicants must be 18 years of age or older, and homeless. Open entry/open exit from October 1, 1998 to September 30, 1999.

Northern California Service League 28 Boardman Place, San Francisco, CA 94103 Tel. 863-2323	Job Search/Job Preparation Services and direct placement program. Fifty (50) training slots are available.	Applicants must be 18 years of age, ex-offenders and homeless. Open entry/open exit from October 1, 1998 to September 30, 1999.
San Francisco Vocational Services 814 Mission Street, Suite 600 San Francisco, CA 94103 Tel. 512-9500	Classroom training program in business office skills, basic remedial education and work experience. Fifteen (15) training slots are available.	Applicants must be 18 years of age or older, disabled and homeless. Open entry/open exit from October 1, 1998 to September 30, 1999.
Swords to Plowshares 1063 Market Street San Francisco, CA 94103 Tel. 252-4788	On-the-job training program. Thirty (30) training slots are available.	Applicants must be 18 years of age or older, veterans and homeless. Open entry/open exit from October 1, 1998 to September 30, 1999.
Toolworks Inc. 1119 Market Street, Suite 200 San Francisco, CA 94103 Tel. 621-8665	On-the-job training program in janitorial work. Training is for ten weeks followed by placement services. Fifteen (15) training slots are available.	Applicants must be 18 years of age or older, disabled and homeless. Open entry/open exit from October 1, 1998 to September 30, 1999.

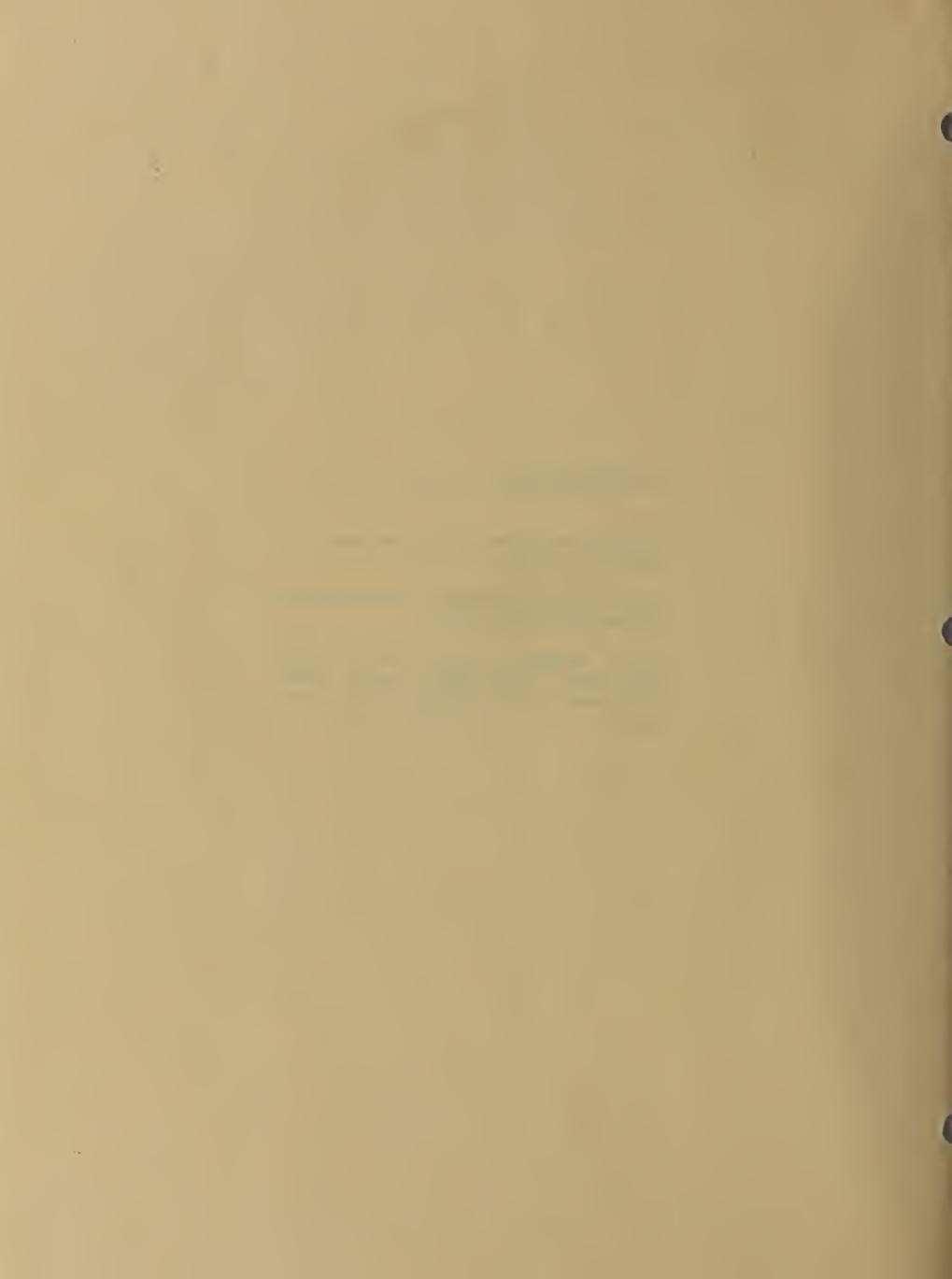
Participant Characteristics





Attachment No. 1.c.

- Narrative Description of the Refugee Programs (first page);
- List of the PIC's Refugee Subcontractors (second two pages); and
- Graphic Displays of Program Data for the CY'97 RTAP, CY'97 RESS, and the CY'97 TA Discretionary Programs (last three pages).



REFUGEE PROGRAMS

Funding for refugee programs is provided by the federal Department of Health and Human Services, Administration for Children and Families, Office of Refugee Resettlement and it flows through the Refugee Programs Branch of the California Department of Social Services (DSS) and the San Francisco Department of Human Services (DHS). Many years ago, the San Francisco Board of Supervisors, at the request of DHS, designated the PIC as the administrator of these funds. A few years ago, the State's DSS abruptly required the funds to once again flow through the DHS.

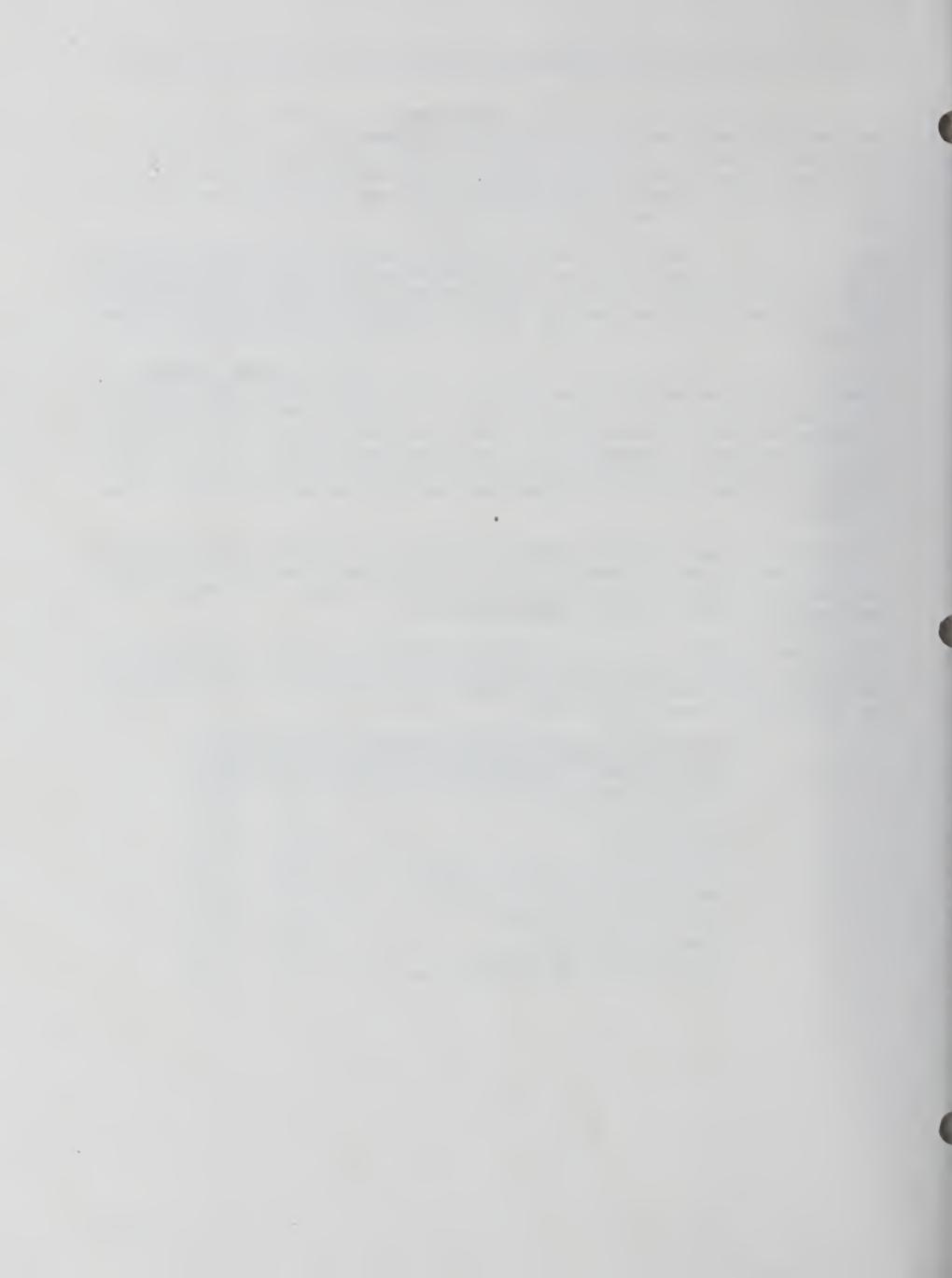
There are four separate funding streams from which refugee funds flow. Refugee Targeted Assistance Program (RTAP) funds, which are used to provide employment services; Refugee Employment Social Services (RESS) funds, which in addition to employment, may be used to provide acculturation and social adjustment services; Discretionary funds, which are used for special projects; and Elderly Discretionary funds, which are used to provide citizenship and social services to elderly refugees.

There are currently thirteen subcontractors operating twenty programs for refugees. Refugees are persons who have immigrated to the United States from their original country of origin because of persecution or a well-founded fear of persecution on account of race, religion, nationality, membership in a particular social group, or political opinion, and have been granted Refugee status by the U.S. Immigration & Naturalization Service (INS). In recent years, approximately 70% have been from the former Soviet Union. In years past, the majority came from South East Asian countries. Almost all of our refugee clients have been in the U.S. less than five years and were receiving public assistance at the time of their enrollment.

Refugee programs include employment related services such as job readiness/job search training and vocational classroom training, acculturation and social adjustment services, and citizenship and social services for elderly refugees. All of the programs include English language training. Please see the attached employment and acculturation programs' descriptions.

Performance for employment programs for October 1997 – September 30, 1998 is represented by the chart below. In addition to these numbers, 338 refugees received acculturation and social adjustment services and over 400 elderly refugees attended citizenship preparation/English-as-a-Second Language classes and received a myriad of social services.

PERFORMANCE MEASURES	COUNTY PLAN	ACTUAL
Number Served In Employment Programs	540	388
Entered Employment	241	228
Employment Rate	45%	59%
Cash Assistance Terminations Due to Earnings	192	124
Cash Assistance Reductions Due to Earnings:	47	36
Average Hourly Wage at Placement	\$7.25	\$8.06
90 Day Employment Retentions	180	158
Entered Employment with Health Benefits	71	88





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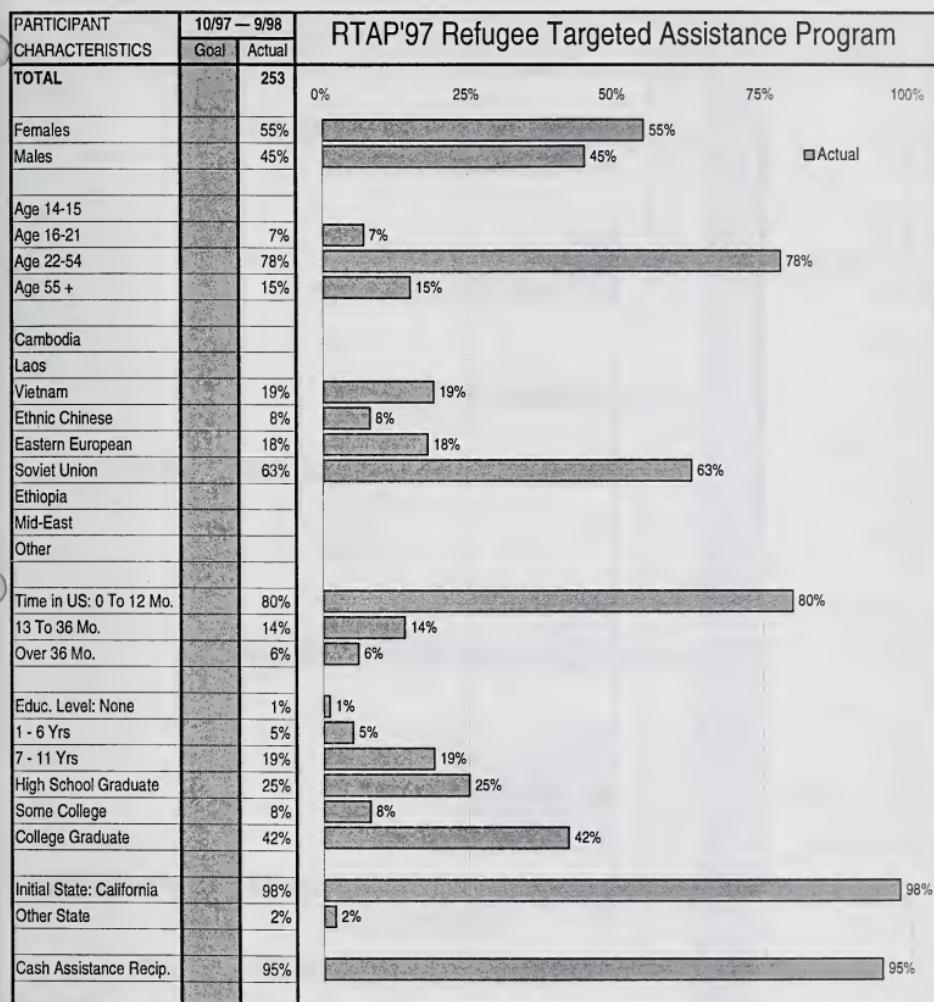
REFUGEE PROGRAMS

OCTOBER 1, 1998 THROUGH SEPTEMBER 30, 1999

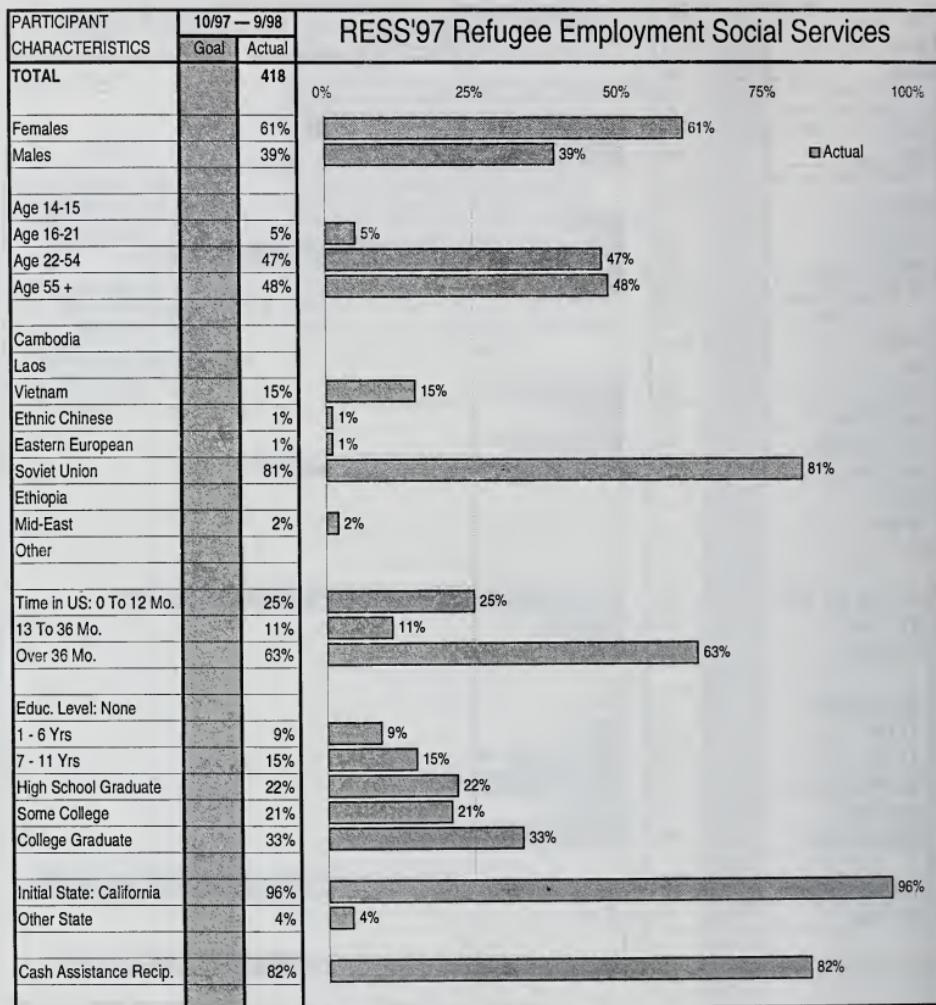
SUBCONTRACTOR	PROGRAM DESCRIPTION	ENTRY REQUIREMENTS
Career Resources Development Center 655 Geary Street San Francisco, CA 94102 Tel. 775-8880	English-as-a-Second Language and vocational skills training for clerical medical occupations. Thirty-nine (39) training slots are available.	Applicants must be refugees in the U.S. 60 months or less. Priority to cash assistance recipients. Open to Student Performance Levels (SPL) 3 and above. SPLs refer to English language proficiency.
Catholic Charities - Refugee Employment Assistance Program 814 Mission Street, Mezzanine San Francisco, CA 94103 Tel. 844-4717	Employment Service Program which provides English Language Training (ELT), job search training, Job counseling, and job development. There are two components, one for ages 50+, and one for those under 50. Sixty-one (61) slots are available in each component.	Applicants must be refugees in the U.S. 60 months or less. Priority to cash assistance recipients. Open to all SPLs.
	Individual Referral (IR) training program provides for referral to and enrollment in training programs not included on this list. The IR program is designed to meet the special requirements of individual refugees who have needs other than those which can be met by existing refugee funded programs. Fifteen (15) slots are available.	Applicants must refugees in the U.S. 60 months or less.. Priority to cash assistance recipients. SPLs needed are determined by the IR training programs to which the refugees are referred.
International Institute of San Francisco 657 Mission St., Suite 500 San Francisco, CA 94105 Tel. 538-8100	Acculturation and social service program to assist refugees to understand and effectively utilize and interact with basic systems involved in daily living.	Eligible refugees who are San Francisco residents.
International Rescue Committee 1370 Mission Street San Francisco, CA 94103 Tel. 863-3777	Administers and operates the Central Intake Point for refugee programs funded by the PIC. Performs intake assessment, referral, and follow-up services.	Eligible refugees who are San Francisco residents. Priority to cash assistance recipients.
Jewish Vocational Service 77 Geary Street, Suite 401 San Francisco, CA 94108 Tel. 391-3600	English-as-a-Second Language and vocational skills training in Certified Nurse Assistant/Home Health Aide (CNA/HHA), Computer Aided Design and Drafting (CADD) and Office Technology and Communication (OTC). Five (5) CNA/HHA slots, Twenty-seven (27) CADD slots, 20 OTC slots are available.	Applicants must be refugees in the U.S. 60 months or less. Priority to cash assistance recipients. Open to all SPLs 3 and above.
	Employment Service Program which provides English Language Training (ELT), job search training, job counseling, and job development. There are two components, one for ages 50+ (35 slots are available), and one for those under 50 (71 slots).	Applicants must be refugees in the U.S. 60 months or less. Priority to cash assistance recipients. Open to all SPLs.

Refugee Transitions 447 Sutter Street, Suite 428 San Francisco, CA 94108 Tel. 989-2151	Acculturation and social service program to assist refugees to understand and effectively utilize and interact with basic systems involved in daily living.	Eligible refugees who are San Francisco residents.	
Survivors International 447 Sutter Street, Suite 611 San Francisco, CA 94108 Tel. 765-6999	Employment Service Program which provides English Language Training (ELT), job search training, job counseling, and job development. Thirty-one (31) slots are available.	Applicants must be refugees in the U.S. 60 months or less. Priority to cash assistance recipients. Open to all SPLs.	
Third Baptist Church/African Immigrant & Refugee Resource Center 942 Market Street, Suite 305 San Francisco, CA 94102 Tel. 433-7300	Employment Service Program primarily for refugees from Iraq, which provides English Language Training (ELT), job search training, job counseling, and job development. Fifty (50) slots are available.	Applicants must be refugees. Open to all SPLs.	
		Employment Service Program which provides English Language Training (ELT), job search training, job counseling, and job development. Fifteen (15) slots are available.	Applicants must be refugees in the U.S. 60 months or less. Priority to cash assistance recipients. Open to all SPLs.

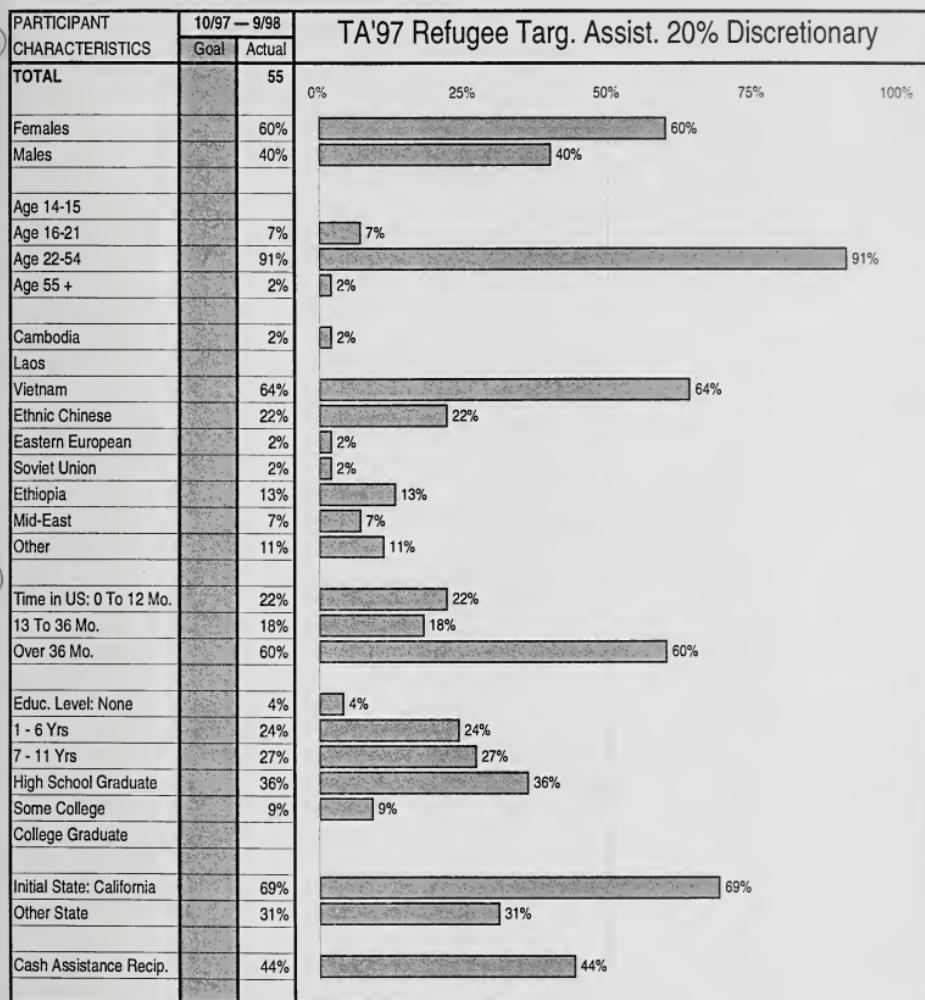
Participant Characteristics



Participant Characteristics



Participant Characteristics



Categorizations of race and ethnicity differ markedly among the various grants.



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Attachment No. 1.d.

- **Narrative Description of the Jobs For Youth (JFY) Program (two pages);**



BACKGROUND

Established in 1994, Jobs For Youth serve as the San Francisco's premiere clearing house for connecting private sector employers to job seeking youth ages 14-24. This unique public/private partnership is predominately sponsored by the Committee on Jobs (a coalition of the top 32 employers in San Francisco), is housed at the Private Industry Council of San Francisco, Inc. (PIC), 60 community based organizations and school based training programs provide referrals to the network and the Employment Development Department serves as the primary placement arm. Over the years, this collaboration has successfully placed over 6,000 young people into private sector employment opportunities.

JFY provides employers with a one-stop access to citywide resources for pre-screened, qualified youth. It offers youth-serving organizations access to a private sector committed to JFY and to delivering real jobs and support. Youth benefit through increased job and job training opportunities, new skills, and a head start on their careers. In a time of shrinking federal program dollars, JFY fills a need to make more efficient and productive use of existing resources.

CHALLENGE

This year, with major changes in policy and a shrinking budget, the Employment Development Department (EDD) has had to fit itself into the state's plans for an integrated workforce development system better known as CalJobs. CalJobs is an internet-based system that emphasizes unsuppressed jobs listings which in turn eliminates the need for traditional job screening, referral and tracking functions.

From its inception, EDD has served as the primary placement arm for JFY. In July of last year, the EDD rolled out CalJobs in San Francisco as opposed to the Job Match System which matched candidates to opportunities based on their experience and ability, but more importantly, was able to produce reports of our network activity. EDD was unable to run both systems and therefore closed out Job Match.

The Jobs Match system provided certain reports critical to the JFY system: number of job orders, placements, openings and characteristics of registered youth. Through the new system, we were afraid that we would not be able to capture the data needed to chart JFY activities. In turn, it is also important that we fulfill our commitment and quality assurances to the employer community of only referring pre-screened, qualified candidates.

GOALS & OBJECTIVE

With many calls to EDD technicians in Sacramento, participation in classes on the CalJobs System, and many brainstorming sessions with EDD staff and JFY committee members, we have finally come to some initial resolutions. JFY will continue to utilize its highly publicized and marketed hotline number: 861-JOBS. The job orders will continue to go to EDD's Order Taking Unit where the jobs will be suppressed (employer contact information is only accessible by JFY authorized agents) and entered into the CalJobs system. The placement support functions will be expanded and encompass key stakeholders who have demonstrated the staff and technological capacity as well as commitment to JFY. A survey conducted this summer of the JFY partners, the following entities were selected to serve as access points: the One-Stop Centers, EDD, San Francisco Unified School District's Regional Occupational Programs / School to Career Partnership, City College of San Francisco and four strategically located Community Based partners. This expansion of the placement and referral arms of the JFY system will allow greater access for both service providers and youth, as well, disseminates the labor among our partners.

JFY's placement support staff will be given a CalJobs access code which allows access to employer contact information. These access points will facilitate the gathering much of the data. Currently, the CalJobs reports only indicate:

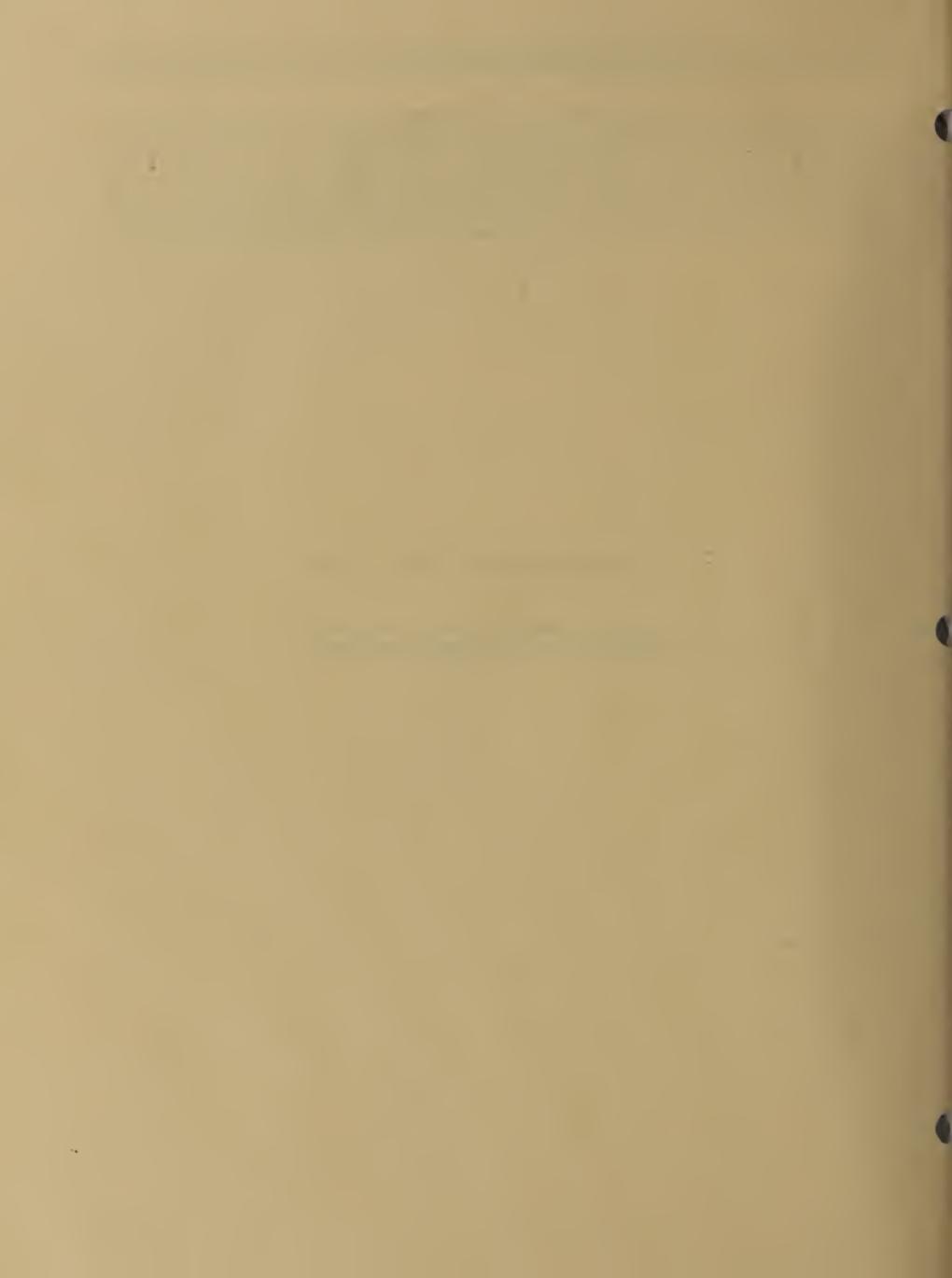
- the number registered into the system,
- number of job orders and openings.

The need for a more elaborate system for collecting data is needed for better tracking and monitoring of

clearinghouse activities. However, such a system is very costly. It is our desire to perhaps use the resources of the One-Stop to assist in facilitating many of these activities. With no sound mechanism to capture data, we were unable to produce any sound quantitative results of this year's efforts. Until such a system is developed, all the jobs, referrals, and placement information will be managed through an element of CalJobs known as Employer Contact Management System (ECMS). ECMS will enable the placement support staff to key in pertinent information about the job and any general activity on the order. This feature allows a quasi-communication link as we strive to create a "virtual youth employment network."

Attachment No. 1.e.

- Narrative Description of the One Stop San Francisco Program System (two pages).**



In early 1997, following an exhaustive seven-month planning process which included 180 business executives, labor leaders, job seeker representatives, City department staff, and community leaders, San Francisco's Mayor's Task Force on Welfare Reform issued a report which included recommendations for creating a coherent and coordinated workforce development system that could be easily accessible to both residents and employers. Specific characteristics of the system were to include:

1. coordination of existing workforce programs and initiatives;
2. assurance of universal access by all San Francisco residents;
3. provision for a centralized point of access for workforce information; and
4. establishment of a centralized database of all workforce development resources.

In response to these recommendations and a State One Stop Implementation Request for Proposals, a "core" partnership of the Private Industry Council of San Francisco, Inc. (PIC), San Francisco Department of Human Services (DHS), State Employment Development Department - Job Service (EDD-JS), City College of San Francisco (CCSF), National Council on the Aging (NCOA), submitted a proposal and received a one-time grant of \$651,625 to implement a One Stop system in San Francisco effective December 15, 1997 through December 31, 1998. The PIC is the administrator of the grant. Other "supporting" partners are San Francisco Commission on Aging (SFCOA), Jobs For Youth (JFY) and the San Francisco Unified School District (SFUSD). In addition there are also thirteen community-based organizations as Access Point partners.

Specific strategies developed for implementation of the One Stop San Francisco (One Stop SF) were to:

1. Expand the physical capacity of service delivery by creating One Stop Career Centers and Access Points
2. Create a communication system for all partners
3. Promote on-line self-screening for program referral
4. Develop promotional materials
5. Conduct training and cross training for agency staff, including Access Point staff

Final contract negotiations were not completed until April 1998 delaying the start of the implementation of the grant. As a result, an extension to the current contract from December 31, 1998 through March 31, 1999 has been approved.

Program Accomplishments:

To date, One Stop SF has accomplished the following:

1. Increased the number of "core" partners from five to ten adding the following:
 - a. State Department of Rehabilitation
 - b. Committee of Contracting Agencies (CCA)
 - c. San Francisco Employers Advisory Council (SFEAC)
 - d. San Francisco Unified School District (SFUSD)
 - e. Employment Development Department – Unemployment Insurance (EDD-UI)
2. Increased the number of community-based Access Points from thirteen to over thirty

ONE STOP SAN FRANCISCO

3. Opened three One Stop Career Centers located at:
 - a. 3120 Mission Street (Career Link Center)
 - b. 1800 Oakdale Avenue (Southeast Career Center)
 - c. 1428 Bush Street (Northeast Career Center)
4. Successfully proposed and awarded a One Stop Technology Capacity Building Grant of \$267,649 from October 1, 1998 through September 30, 1999 to:
 - a. Design a Web-based reporting tool for One Stop SF service providers to analyze customer/population data drawn from the One Stop SF Web site;
 - b. Provide computer equipment to strategic community-based providers to ensure access by hard-to-reach and special needs populations;
 - c. Maintain a set of links to and abstracts of employment/labor data sources which may serve as a foundation for a more interactive application based on employer needs; and
 - d. Build the capacity of community-based organizations to use the service and reporting functions of the One Stop SF Web-based applications, through a series of customized training workshops.
5. Developed a One Stop SF identity (logo) for use on letterhead, envelopes and other marketing materials.

Work in Progress:

1. One Stop SF Web site and on-line database are being developed and scheduled for launching on March 31, 1999.
2. Public Media Center for circulation in March 1999 is developing promotional materials, such as information packets and brochures.
3. New computer equipment for targeted community-based service organizations to provide and share information will be made available in January 1999.
4. Training for One-Stop SF partner staff and community-based service providers will be conducted in February and March of 1999.

The two grants awarded to the One Stop SF partnership are one-time only.

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PRIVATE INDUSTRY COUNCIL
of San Francisco, Inc.
MEMORANDUM

DOCUMENTS DEPT.

JAN 21 1999

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TO: MEMBERS OF THE EVALUATION COMMITTEE
MAYOR'S REPRESENTATIVE

DATE: JANUARY 20, 1999

FROM: STEVE ARCELONA

SUBJECT: SUPPORTING INFORMATION FOR THE PIC STAFF'S JANUARY 12TH RECOMMENDATIONS REGARDING THE DESIGNATIONS OF LOCAL AREAS AND LOCAL BOARDS AS DEFINED IN THE *WORKFORCE INVESTMENT ACT*

Asking for an "Automatic Designation" of the City and County of San Francisco as a "Local Workforce Investment Area":

PIC Staff is recommending that the Council ask the Mayor to submit an application to the Governor to have the City and County of San Francisco "automatically designated" to be a "Local Workforce Investment Area" under subsection 116 (a)(2) of the WIA because:

- the total population of the City and County of San Francisco substantially exceeds 500,000 persons;
- approximately 44 of the other 51 Service Delivery Areas currently designated under the *Job Training Partnership Act* in the State of California are reported to have total populations of 499,999 or fewer persons;
- representatives of the City and County of San Francisco and of the PIC are already involved in numerous voluntary endeavors to foster regional planning, information sharing, and coordination in the San Francisco Bay Area;
- none of those regional endeavors appears to possess the potential for the sharing of all local governance authorities and liabilities;
- it is probable that the processes for obtaining "temporary and subsequent designations" of "Local Workforce Investment Areas" under subsection 116 (a)(3) of the *Workforce Investment Act of 1998* (WIA) if not of "automatic designations" under subsection 116 (a)(2) of the WIA, are likely to be controversial and protracted; and
- there is a plethora of other, equally important, program planning and development issues that need to be resolved before the WIA is required to be implemented by July of 2000;

Please refer to **Attachment No. 1** for the entire text of section 116 of the WIA.

Asking for the Private Industry Council of San Francisco to be Designated an "Alternative Entity" for San Francisco's "Local Workforce Investment Board":

PIC Staff is recommending that the Council ask the Mayor to submit an application to the Governor to have the Private Industry Council of San Francisco designated an "alternate entity" to serve as San Francisco's "Local Workforce Investment Board" under section 117 (i) of the WIA because:

- the Private Industry Council of San Francisco is established to serve the City and County of San Francisco and, in that capacity, has worked in partnership effectively with the Mayor of the City and County of San Francisco since August of 1983;

- it was and had been in existence on and before December 31st of 1997;
- it was and is established pursuant to section 102 of the *Job Training Partnership Act*, as in effect on December 31st of 1997;
- it is probable that the processes for developing, organizing, designating, appointing, and obtaining certifications of an entirely new "Local Workforce Investment Board" as required under subsections 117 (a), (b), (c), and (h) of the WIA will be controversial and protracted; and
- there is a plethora of other, equally important, program planning and development issues that need to be resolved before the WIA is required to be implemented by July of 2000;

Please refer to **Attachment No. 2** for the entire text of section 117 of the WIA.

Asking for Certain Regulatory Interpretations of or Amendments to Section 117 and Certain Related Sections of the *Workforce Investment Act*:

PIC Staff is also recommending that the Council and the Mayor adopt language that is being suggested in **Attachment No. 3** for section 117 and other specified sections of the WIA either in interpreting those statutory provisions through the regulatory process, through enabling legislation of the State, or, if it would be more appropriate, in amendments to the federal statute because:

- the provisions requiring "representatives of each one stop partner" and "all members of the youth council" to be members of the local workforce investment board [in subsections 117 (b)(2)(A)(vi) and 117 (h)(3)] are inconsistent with the "conflict of interest" provisions [in section 117 (g)] and will unnecessarily and cynically increase the membership of each local workforce investment board with members who are prohibited from participating in making most of its important decisions;
- there is no provision for a partnership agreement between the local workforce investment boards and their chief local elected officials and, because of the following contradictions between the specified local authorities and liabilities, it is improbable that any kind of a rational partnership could be formed:
 - local workforce investment boards are the sole authorities specified for performing the following eleven functions:
 - "setting policy" [in subsection 117 (a)];
 - "identifying eligible providers of youth activities by awarding grants or contracts on a competitive basis" [in subsection 117 (d)(2)(B)];
 - "identifying eligible providers of training" [in subsection 117 (d)(2)(C)];
 - "identifying eligible providers of intensive services" [in subsection 117 (d)(2)(D)];
 - "directing the local grant recipient to disburse funds" [in subsection 117 (d)(3)(B)(i)(III)];
 - "employing staff" [in subsection 117 (d)(3)(B)(ii)];
 - "soliciting and accepting grants and donations" [in subsection 117 (d)(3)(B)(iii)];
 - "assisting the Governor in developing a statewide employment statistics system" [in subsection 117 (d)(6)];
 - "coordinating workforce investment activities with economic development strategies and developing other employer linkages" [in subsection 117 (d)(7)];
 - "promoting the participation of private sector employers and ensuring that their hiring needs are met" [in subsection 117 (d)(7)]; and
 - "requesting a waiver from the Governor (for the local workforce investment board) to provide training services" [in subsection 117 (f)(1)(B)];
 - local workforce investment boards are only authorized "to act in partnership" with their chief elected officials in performing the following two functions:
 - "developing and submitting to the Governor a local workforce investment plan" [in subsection 117 (d)(1)] and
 - "conducting oversight with respect to local programs of youth activities" [in subsection 117 (d)(4)];

- local workforce investment boards are required to obtain the approvals of their chief elected officials in performing the following two functions:
 - "designating or certifying and terminating the eligibilities of one-stop operators" [in subsection 117 (d)(2)(A)] and
 - "developing a budget for purposes of carrying out the duties of the local workforce investment board" [in subsection 117 (d)(3)(A)]; but
- chief elected officials are the sole local authorities specified for serving as or designating the entity that will serve as the "grant recipient" [in subsection 117 (d)(3)(B)(i)(I)]; and
- chief elected officials are specified to have sole "liability for any misuse of grant funds" [in subsection 117 (d)(3)(B)(i)(I)]; and
- these imposed inconsistencies between local authorities and local liabilities are a recipe for an extremely dysfunctional local relationship; and
- they make it impossible for those doing business with either the local workforce investment board or the chief elected official to know who, among them, is precisely responsible for what.

Staff will be available to answer questions at the next session of the Evaluation Committee's meeting on Tuesday, January 26th. Since the "interim final rules and regulations" for the WIA are not required to be published in the *Federal Register* until the first week of February, we will not know until then whether the issue will be alternative regulatory language for the "final rules and regulations which are required to be published by December 1st of this year, State enabling legislation which may be enacted before then, or "technical amendments" to the WIA at any time, or all three.

cc: Will Lightbourne, SFDHS
Philip Day, CCSF
Linda Davis, SFUSD
Lucy Scarborough, EDD
Nicholas DeLorenzo, NCOA
Pam David, MOCD
Ronnie Davis, SFHA
Annie Chung, SHE
All PIC Subcontractors
All San Francisco One Stop Partners
Mark Mosher, Com. on Jobs
Stephen Bingham, SFNLAF
Irene Martinez, EDD/JTPD
Mary Ann Goodwin, CDE/EPU
Virginia Hamilton, CWA
Joan Criger and Josie Hathway, USCM

Attachments

ATTACHMENT NO. 1 --- "SECTION 116 LOCAL WORKFORCE INVESTMENT AREAS"

(Page 1 of 2)

(a) DESIGNATION OF AREAS-

(1) IN GENERAL-

(A) **PROCESS-** Except as provided in subsection (b), and consistent with paragraphs (2), (3), and (4), in order for a State to receive an allotment under section 127 or 132, the Governor of the State shall designate local workforce investment areas within the State--

- (i) through consultation with the State board; and
- (ii) after consultation with chief elected officials and after consideration of comments received through the public comment process as described in section 112(b)(9).

(B) **CONSIDERATIONS-** In making the designation of local areas, the Governor shall take into consideration the following:

- (i) Geographic areas served by local educational agencies and intermediate educational agencies.
- (ii) Geographic areas served by postsecondary educational institutions and area vocational education schools.
- (iii) The extent to which such local areas are consistent with labor market areas.
- (iv) The distance that individuals will need to travel to receive services provided in such local areas.
- (v) The resources of such local areas that are available to effectively administer the activities carried out under this subtitle.

(2) **AUTOMATIC DESIGNATION-** The Governor shall approve any request for designation as a local area--

- (A) from any unit of general local government with a population of 500,000 or more;
- (B) of the area served by a rural concentrated employment program grant recipient of demonstrated effectiveness that served as a service delivery area or substate area under the Job Training Partnership Act, if the grant recipient has submitted the request; and
- (C) of an area that served as a service delivery area under section 101(a)(4)(A)(ii) of the Job Training Partnership Act (as in effect on the day before the date of enactment of this Act) in a State that has a population of not more than 1,100,000 and a population density greater than 900 persons per square mile.

(3) **TEMPORARY AND SUBSEQUENT DESIGNATION-**

(A) **CRITERIA-** Notwithstanding paragraph (2)(A), the Governor shall approve any request, made not later than the date of submission of the initial State plan under this subtitle, for temporary designation as a local area from any unit of general local government (including a combination of such units) with a population of 200,000 or more that was a service delivery area under the Job Training Partnership Act on the day before the date of enactment of this Act if the Governor determines that the area--

- (i) performed successfully, in each of the last 2 years prior to the request for which data are available, in the delivery of services to participants under part A of title II and title III of the Job Training Partnership Act (as in effect on such day); and
- (ii) has sustained the fiscal integrity of the funds used by the area to carry out activities under such part and title.

(B) **DURATION AND SUBSEQUENT DESIGNATION-** A temporary designation under this paragraph shall be for a period of not more than 2 years, after which the designation shall be extended until the end of the period covered by the State plan if the Governor determines that, during the temporary designation period, the area substantially met (as defined by the State board) the local performance measures for the local area and sustained the fiscal integrity of the funds used by the area to carry out activities under this subtitle.

(C) **TECHNICAL ASSISTANCE-** The Secretary shall provide the States with technical assistance in making the determinations required by this paragraph. The Secretary shall not issue regulations governing determinations to be made under this paragraph.

(D) **PERFORMED SUCCESSFULLY-** In this paragraph, the term performed successfully means that the area involved met or exceeded the performance standards for activities administered in the area that--

- (i) are established by the Secretary for each year and modified by the adjustment methodology of the State (used to account for differences in economic conditions, participant characteristics, and combination of services provided from the combination assumed for purposes of the established standards of the Secretary); and

- (ii) if the area was designated as both a service delivery area and a substate area under the Job Training Partnership Act (as in effect on the day before the date of enactment of this Act)--

- (aa) relate to job retention and earnings, with respect to activities carried out under part A of title II of such Act (as in effect on such day); or
- (bb) relate to entry into employment, with respect to activities carried out under title III of such Act (as in effect on such day);
- (II) if the area was designated only as a service delivery area under such Act (as in effect on such day), relate to the standards described in subclause (I)(aa); or
- (III) if the area was only designated as a substate area under such Act (as in effect on such day), relate to the standards described in subclause (I)(bb).

(E) SUSTAINED THE FISCAL INTEGRITY- In this paragraph, the term sustained the fiscal integrity, used with respect to funds used by a service delivery area or local area, means that the Secretary has not made a final determination during any of the last 3 years for which data are available, prior to the date of the designation request involved, that either the grant recipient or the administrative entity of the area misexpended the funds due to willful disregard of the requirements of the Act involved, gross negligence, or failure to observe accepted standards of administration.

(4) DESIGNATION ON RECOMMENDATION OF STATE BOARD- The Governor may approve a request from any unit of general local government (including a combination of such units) for designation (including temporary designation) as a local area if the State board determines, taking into account the factors described in clauses (I) through (V) of paragraph (1)(B), and recommends to the Governor, that such area should be so designated.

(5) APPEALS- A unit of general local government (including a combination of such units) or grant recipient that requests but is not granted designation of an area as a local area under paragraph (2) or (3) may submit an appeal to the State board under an appeal process established in the State plan. If the appeal does not result in such a designation, the Secretary, after receiving a request for review from the unit or grant recipient and on determining that the unit or grant recipient was not accorded procedural rights under the appeal process established in the State plan or that the area meets the requirements of paragraph (2) or (3), as appropriate, may require that the area be designated as a local area under such paragraph.

(b) SMALL STATES- The Governor of any State that was a single State service delivery area under the Job Training Partnership Act as of July 1, 1998, may designate the State as a single State local area for the purposes of this title. In the case of such a designation, the Governor shall identify the State as a local area under section 112(b)(5).

(c) REGIONAL PLANNING AND COOPERATION-

- (1) PLANNING- As part of the process for developing the State plan, a State may require regional planning by local boards for a designated region in the State. The State may require the local boards for a designated region to participate in a regional planning process that results in the establishment of regional performance measures for workforce investment activities authorized under this subtitle. The State may award regional incentive grants to the designated regions that meet or exceed the regional performance measures.
- (2) INFORMATION SHARING- The State may require the local boards for a designated region to share, in feasible cases, employment statistics, information about employment opportunities and trends, and other types of information that would assist in improving the performance of all local areas in the designated region on local performance measures.
- (3) COORDINATION OF SERVICES- The State may require the local boards for a designated region to coordinate the provision of workforce investment activities authorized under this subtitle, including the provision of transportation and other supportive services, so that services provided through the activities may be provided across the boundaries of local areas within the designated region.
- (4) INTERSTATE REGIONS- Two or more States that contain an interstate region that is a labor market area, economic development region, or other appropriate contiguous subarea of the States may designate the area as a designated region for purposes of this subsection, and jointly exercise the State functions described in paragraphs (1) through (3).

(5) DEFINITIONS- In this subsection:

- (A) DESIGNATED REGION- The term designated region means a combination of local areas that are partly or completely in a single labor market area, economic development region, or other appropriate contiguous subarea of a State, that is designated by the State, except as provided in paragraph (4).
- (B) LOCAL BOARD FOR A DESIGNATED REGION- The term local board for a designated region means a local board for a local area in a designated region.

ATTACHMENT NO. 2 --- "SECTION 117 LOCAL WORKFORCE INVESTMENT BOARDS"
(Page 1 of 5)

- (a) ESTABLISHMENT- There shall be established in each local area of a State, and certified by the Governor of the State, a local workforce investment board, to set policy for the portion of the statewide workforce investment system within the local area (referred to in this title as a local workforce investment system).
- (b) MEMBERSHIP-
 - (1) STATE CRITERIA- The Governor of the State, in partnership with the State board, shall establish criteria for use by chief elected officials in the local areas for appointment of members of the local boards in such local areas in accordance with the requirements of paragraph (2).
 - (2) COMPOSITION- Such criteria shall require, at a minimum, that the membership of each local board-
 - (A) shall include-
 - (i) representatives of business in the local area, who-
 - (I) are owners of businesses, chief executives or operating officers of businesses, and other business executives or employers with optimum policymaking or hiring authority;
 - (II) represent businesses with employment opportunities that reflect the employment opportunities of the local area; and
 - (III) are appointed from among individuals nominated by local business organizations and business trade associations;
 - (ii) representatives of local educational entities, including representatives of local educational agencies, local school boards, entities providing adult education and literacy activities, and postsecondary educational institutions (including representatives of community colleges, where such entities exist), selected from among individuals nominated by regional or local educational agencies, institutions, or organizations representing such local educational entities;
 - (iii) representatives of labor organizations (for a local area in which employees are represented by labor organizations), nominated by local labor federations, or (for a local area in which no employees are represented by such organizations), other representatives of employees;
 - (iv) representatives of community-based organizations (including organizations representing individuals with disabilities and veterans, for a local area in which such organizations are present);
 - (v) representatives of economic development agencies, including private sector economic development entities; and
 - (vi) representatives of each of the one-stop partners; and
 - (B) may include such other individuals or representatives of entities as the chief elected official in the local area may determine to be appropriate.
 - (3) AUTHORITY OF BOARD MEMBERS- Members of the board that represent organizations, agencies, or other entities shall be individuals with optimum policymaking authority within the organizations, agencies, or entities.
 - (4) MAJORITY- A majority of the members of the local board shall be representatives described in paragraph (2)(A)(i).
 - (5) CHAIRPERSON- The local board shall elect a chairperson for the local board from among the representatives described in paragraph (2)(A)(i).

(c) APPOINTMENT AND CERTIFICATION OF BOARD-

 - (1) APPOINTMENT OF BOARD MEMBERS AND ASSIGNMENT OF RESPONSIBILITIES-
 - (A) IN GENERAL- The chief elected official in a local area is authorized to appoint the members of the local board for such area, in accordance with the State criteria established under subsection (b).
 - (B) MULTIPLE UNITS OF LOCAL GOVERNMENT IN AREA-
 - (i) IN GENERAL- In a case in which a local area includes more than 1 unit of general local government, the chief elected officials of such units may execute an agreement that specifies the respective roles of the individual chief elected officials-
 - (I) in the appointment of the members of the local board from the individuals nominated or recommended to be such members in accordance with the criteria established under subsection (b); and
 - (II) in carrying out other responsibilities assigned to such officials under this subtitle.
 - (ii) LACK OF AGREEMENT- If, after a reasonable effort, the chief elected officials are unable to reach agreement as provided under clause (i), the Governor may appoint the members of the local board from individuals so nominated or recommended.

(C) CONCENTRATED EMPLOYMENT PROGRAMS- In the case of a local area designated in accordance with section 116(a)(2)(B), the governing body of the concentrated employment program involved shall act in consultation with the chief elected official in the local area to appoint members of the local board, in accordance with the State criteria established under subsection (b), and to carry out any other responsibility relating to workforce investment activities assigned to such official under this Act.

(2) CERTIFICATION-

- (A) IN GENERAL- The Governor shall, once every 2 years, certify 1 local board for each local area in the State.
- (B) CRITERIA- Such certification shall be based on criteria established under subsection (b) and, for a second or subsequent certification, the extent to which the local board has ensured that workforce investment activities carried out in the local area have enabled the local area to meet the local performance measures.
- (C) FAILURE TO ACHIEVE CERTIFICATION- Failure of a local board to achieve certification shall result in reappointment and certification of another local board for the local area pursuant to the process described in paragraph (1) and this paragraph.

(3) DECERTIFICATION-

- (A) FRAUD, ABUSE, FAILURE TO CARRY OUT FUNCTIONS- Notwithstanding paragraph (2), the Governor may decertify a local board, at any time after providing notice and an opportunity for comment, for--
 - (i) fraud or abuse; or
 - (ii) failure to carry out the functions specified for the local board in any of paragraphs (1) through (7) of subsection (d).
- (B) NONPERFORMANCE- Notwithstanding paragraph (2), the Governor may decertify a local board if a local area fails to meet the local performance measures for such local area for 2 consecutive program years (in accordance with section 136(h)).
- (C) PLAN- If the Governor decertifies a local board for a local area under subparagraph (A) or (B), the Governor may require that a new local board be appointed and certified for the local area pursuant to a reorganization plan developed by the Governor, in consultation with the chief elected official in the local area, and in accordance with the criteria established under subsection (b).

(4) SINGLE STATE AREA- Notwithstanding subsection (b) and paragraphs (1) and (2), if a State described in section 116(b) indicates in the State plan that the State will be treated as a local area for purposes of the application of this title, the Governor may designate the State board to carry out any of the functions described in subsection (d).

(d) FUNCTIONS OF LOCAL BOARD- The functions of the local board shall include the following:

- (1) LOCAL PLAN- Consistent with section 118, each local board, in partnership with the chief elected official for the local area involved, shall develop and submit a local plan to the Governor.
- (2) SELECTION OF OPERATORS AND PROVIDERS-
 - (A) SELECTION OF ONE-STOP OPERATORS- Consistent with section 121(d), the local board, with the agreement of the chief elected official--
 - (i) shall designate or certify one-stop operators as described in section 121(d)(2)(A); and
 - (ii) may terminate for cause the eligibility of such operators.
 - (B) SELECTION OF YOUTH PROVIDERS- Consistent with section 123, the local board shall identify eligible providers of youth activities in the local area by awarding grants or contracts on a competitive basis, based on the recommendations of the youth council.
 - (C) IDENTIFICATION OF ELIGIBLE PROVIDERS OF TRAINING SERVICES- Consistent with section 122, the local board shall identify eligible providers of training services described in section 134(d)(4) in the local area.
 - (D) IDENTIFICATION OF ELIGIBLE PROVIDERS OF INTENSIVE SERVICES- If the one-stop operator does not provide intensive services in a local area, the local board shall identify eligible providers of intensive services described in section 134(d)(3) in the local area by awarding contracts.
- (3) BUDGET AND ADMINISTRATION-
 - (A) BUDGET- The local board shall develop a budget for the purpose of carrying out the duties of the local board under this section, subject to the approval of the chief elected official.
 - (B) ADMINISTRATION-
 - (i) GRANT RECIPIENT-

- (I) IN GENERAL- The chief elected official in a local area shall serve as the local grant recipient for, and shall be liable for any misuse of, the grant funds allocated to the local area under sections 128 and 133, unless the chief elected official reaches an agreement with the Governor for the Governor to act as the local grant recipient and bear such liability.
- (II) DESIGNATION- In order to assist in the administration of the grant funds, the chief elected official or the Governor, where the Governor serves as the local grant recipient for a local area, may designate an entity to serve as a local grant subrecipient for such funds or as a local fiscal agent. Such designation shall not relieve the chief elected official or the Governor of the liability for any misuse of grant funds as described in subclause (I).
- (III) DISBURSAL- The local grant recipient or an entity designated under subclause (II) shall disburse such funds for workforce investment activities at the direction of the local board, pursuant to the requirements of this title, if the direction does not violate a provision of this Act. The local grant recipient or entity designated under subclause (II) shall disburse the funds immediately on receiving such direction from the local board.
- (ii) STAFF- The local board may employ staff.
- (iii) GRANTS AND DONATIONS- The local board may solicit and accept grants and donations from sources other than Federal funds made available under this Act.
- (4) PROGRAM OVERSIGHT- The local board, in partnership with the chief elected official, shall conduct oversight with respect to local programs of youth activities authorized under section 129, local employment and training activities authorized under section 134, and the one-stop delivery system in the local area.
- (5) NEGOTIATION OF LOCAL PERFORMANCE MEASURES- The local board, the chief elected official, and the Governor shall negotiate and reach agreement on local performance measures as described in section 136(c).
- (6) EMPLOYMENT STATISTICS SYSTEM- The local board shall assist the Governor in developing the statewide employment statistics system described in section 15(e) of the Wagner-Peyser Act.
- (7) EMPLOYER LINKAGES- The local board shall coordinate the workforce investment activities authorized under this subtitle and carried out in the local area with economic development strategies and develop other employer linkages with such activities.
- (8) CONNECTING, BROKERING, AND COACHING- The local board shall promote the participation of private sector employers in the statewide workforce investment system and ensure the effective provision, through the system, of connecting, brokering, and coaching activities, through intermediaries such as the one-stop operator in the local area or through other organizations, to assist such employers in meeting hiring needs.
- (e) SUNSHINE PROVISION- The local board shall make available to the public, on a regular basis through open meetings, information regarding the activities of the local board, including information regarding the local plan prior to submission of the plan, and regarding membership, the designation and certification of one-stop operators, and the award of grants or contracts to eligible providers of youth activities, and on request, minutes of formal meetings of the local board.
- (f) LIMITATIONS-
 - (1) TRAINING SERVICES-
 - (A) IN GENERAL- Except as provided in subparagraph (B), no local board may provide training services described in section 134(d)(4).
 - (B) WAIVERS OF TRAINING PROHIBITION- The Governor of the State in which a local board is located may, pursuant to a request from the local board, grant a written waiver of the prohibition set forth in subparagraph (A) (relating to the provision of training services) for a program of training services, if the local board-
 - (i) submits to the Governor a proposed request for the waiver that includes-
 - (I) satisfactory evidence that there is an insufficient number of eligible providers of such a program of training services to meet local demand in the local area;
 - (II) information demonstrating that the board meets the requirements for an eligible provider of training services under section 122; and (III) information demonstrating that the program of training services prepares participants for an occupation that is in demand in the local area;
 - (ii) makes the proposed request available to eligible providers of training services and other interested members of the public for a public comment period of not less than 30 days; and

- (iii) includes, in the final request for the waiver, the evidence and information described in clause (i) and the comments received pursuant to clause (ii).
- (C) DURATION- A waiver granted to a local board under subparagraph (B) shall apply for a period of not to exceed 1 year. The waiver may be renewed for additional periods of not to exceed 1 year, pursuant to requests from the local board, if the board meets the requirements of subparagraph (B) in making the requests.
- (D) REVOCATION- The Governor may revoke a waiver granted under this paragraph during the appropriate period described in subparagraph (C) if the State determines that the local board involved has engaged in a pattern of inappropriate referrals to training services operated by the local board.
- (2) CORE SERVICES; INTENSIVE SERVICES; DESIGNATION OR CERTIFICATION AS ONE-STOP OPERATORS- A local board may provide core services described in section 134(d)(2) or intensive services described in section 134(d)(3) through a one-stop delivery system described in section 134(c) or be designated or certified as a one-stop operator only with the agreement of the chief elected official and the Governor.
- (3) LIMITATION ON AUTHORITY- Nothing in this Act shall be construed to provide a local board with the authority to mandate curricula for schools.
- (g) CONFLICT OF INTEREST- A member of a local board may not-
 - (1) vote on a matter under consideration by the local board-
 - (A) regarding the provision of services by such member (or by an entity that such member represents); or
 - (B) that would provide direct financial benefit to such member or the immediate family of such member; or
 - (2) engage in any other activity determined by the Governor to constitute a conflict of interest as specified in the State plan.
- (h) YOUTH COUNCIL-
 - (1) ESTABLISHMENT- There shall be established, as a subgroup within each local board, a youth council appointed by the local board, in cooperation with the chief elected official for the local area.
 - (2) MEMBERSHIP- The membership of each youth council-
 - (A) shall include--
 - (i) members of the local board described in subparagraph (A) or (B) of subsection (b)(2) with special interest or expertise in youth policy;
 - (ii) representatives of youth service agencies, including juvenile justice and local law enforcement agencies;
 - (iii) representatives of local public housing authorities;
 - (iv) parents of eligible youth seeking assistance under this subtitle;
 - (v) individuals, including former participants, and representatives of organizations, that have experience relating to youth activities; and (vi) representatives of the Job Corps, as appropriate; and
 - (B) may include such other individuals as the chairperson of the local board, in cooperation with the chief elected official, determines to be appropriate.
 - (3) RELATIONSHIP TO LOCAL BOARD- Members of the youth council who are not members of the local board described in subparagraphs (A) and (B) of subsection (b)(2) shall be voting members of the youth council and nonvoting members of the board.
 - (4) DUTIES- The duties of the youth council include--
 - (A) developing the portions of the local plan relating to eligible youth, as determined by the chairperson of the local board;
 - (B) subject to the approval of the local board and consistent with section 123--
 - (i) recommending eligible providers of youth activities, to be awarded grants or contracts on a competitive basis by the local board to carry out the youth activities; and
 - (ii) conducting oversight with respect to the eligible providers of youth activities, in the local area;
 - (C) coordinating youth activities authorized under section 129 in the local area; and
 - (D) other duties determined to be appropriate by the chairperson of the local board.
- (i) ALTERNATIVE ENTITY-
 - (1) IN GENERAL- For purposes of complying with subsections (a), (b), and (c), and paragraphs (1) and (2) of subsection (h), a State may use any local entity (including a local council, regional workforce development board, or similar entity) that-
 - (A) is established to serve the local area (or the service delivery area that most closely corresponds to the local area);

- (B) is in existence on December 31, 1997;
- (C)
 - (i) is established pursuant to section 102 of the Job Training Partnership Act, as in effect on December 31, 1997; or
 - (ii) is substantially similar to the local board described in subsections (a), (b), and (c), and paragraphs (1) and (2) of subsection (h); and
- (D) includes--
 - (i) representatives of business in the local area; and
 - (ii)
 - (I) representatives of labor organizations (for a local area in which employees are represented by labor organizations), nominated by local labor federations; or
 - (II) (for a local area in which no employees are represented by such organizations), other representatives of employees in the local area.

(2) REFERENCES- References in this Act to a local board or a youth council shall be considered to include such an entity or a subgroup of such an entity, respectively.

ATTACHMENT NO. 3 --- "SECTION 117 LOCAL WORKFORCE INVESTMENT BOARDS" AS IT IS PROPOSED TO BE INTERPRETED OR AMENDED
(Page 1 of 6)

(a) ESTABLISHMENT- There shall be established in each local area of a State, and certified by the Governor of the State, a local workforce investment board, to set policy for the portion of the statewide workforce investment system within the local area (referred to in this title as a local workforce investment system).

(b) MEMBERSHIP-

(1) STATE CRITERIA- The Governor of the State, in partnership with the State board, shall establish criteria for use by chief elected officials in the local areas for appointment of members of the local boards in such local areas in accordance with the requirements of paragraph (2).

(2) COMPOSITION- Such criteria shall require, at a minimum, that the membership of each local board--

(A) shall include--

(i) representatives (A.) of business in the local area, who--

(I) are owners of businesses, chief executives or operating officers of businesses, and other business executives or employers with optimum policymaking or hiring authority;

(II) represent businesses with employment opportunities that reflect the employment opportunities of the local area; and

(III) are appointed from among individuals nominated by local business organizations and business trade associations;

(ii) representatives (A.) of local educational entities, including representatives of local educational agencies, local school boards, entities providing adult education and literacy activities, and postsecondary educational institutions (including representatives of community colleges, where such entities exist), selected from among individuals nominated by regional or local educational agencies, institutions, or organizations representing such local educational entities;

(iii) representatives (A.) of labor organizations (for a local area in which employees are represented by labor organizations), nominated by local labor federations, or (for a local area in which no employees are represented by such organizations), other representatives of employees;

(iv) representatives (A.) of community-based organizations (including organizations representing individuals with disabilities and veterans, for a local area in which such organizations are present); and

(v) representatives (A.) of economic development agencies, including private sector economic development entities; and

(vi) representatives of each of the one-stop partners; and (B.)

(B) may include such other individuals or representatives (A.) of entities as the chief elected official in the local area may determine to be appropriate.

(3) AUTHORITY OF BOARD MEMBERS- Members of the board that represent organizations, agencies, or other entities shall be individuals with optimum policymaking authority within the organizations, agencies, or entities.

(4) MAJORITY- A majority of the members of the local board shall be representatives described in paragraph (2)(A)(i).

(5) CHAIRPERSON- The local board shall elect a chairperson for the local board from among the representatives described in paragraph (2)(A)(i).

(c) APPOINTMENT AND CERTIFICATION OF BOARD-

(1) APPOINTMENT OF BOARD MEMBERS AND ASSIGNMENT OF RESPONSIBILITIES-

(A) IN GENERAL- The chief elected official in a local area is authorized to appoint the members of the local board for such area, in accordance with the State criteria established under subsection (b).

(B) MULTIPLE UNITS OF LOCAL GOVERNMENT IN AREA-

(i) IN GENERAL- In a case in which a local area includes more than 1 unit of general local government, the chief elected officials of such units may execute an agreement that specifies the respective roles of the individual chief elected officials--

(I) in the appointment of the members of the local board from the individuals nominated or recommended to be such members in accordance with the criteria established under subsection (b); and

(II) in carrying out any other responsibilities assigned to such officials under this subtitle.

(ii) LACK OF AGREEMENT- If, after a reasonable effort, the chief elected officials are unable to reach agreement as provided under clause (i), the Governor may appoint the members of the local board from individuals so nominated or recommended.

- (C) CONCENTRATED EMPLOYMENT PROGRAMS- In the case of a local area designated in accordance with section 116(a)(2)(B), the governing body of the concentrated employment program involved shall act in consultation with the chief elected official in the local area to appoint members of the local board, in accordance with the State criteria established under subsection (b), and to carry out any other responsibility relating to workforce investment activities assigned to such official under this Act.
- (2) CERTIFICATION-
 - (A) IN GENERAL- The Governor shall, once every 2 years, certify 1 local board for each local area in the State.
 - (B) CRITERIA- Such certification shall be based on criteria established under subsection (b) and, for a second or subsequent certification, the extent to which the local board has ensured that workforce investment activities carried out in the local area have enabled the local area to meet the local performance measures.
 - (C) FAILURE TO ACHIEVE CERTIFICATION- Failure of a local board to achieve certification shall result in reappointment and certification of another local board for the local area pursuant to the process described in paragraph (1) and this paragraph.
- (3) DECERTIFICATION-
 - (A) FRAUD, ABUSE, FAILURE TO CARRY OUT FUNCTIONS- Notwithstanding paragraph (2), the Governor may decertify a local board, at any time after providing notice and an opportunity for comment, for-
 - (i) fraud or abuse; or
 - (ii) failure to carry out the functions specified for the local board in any of paragraphs (1) through (7) of subsection (d).
 - (B) NONPERFORMANCE- Notwithstanding paragraph (2), the Governor may decertify a local board if a local area fails to meet the local performance measures for such local area for 2 consecutive program years (in accordance with section 136(h)).
 - (C) PLAN- If the Governor decertifies a local board for a local area under subparagraph (A) or (B), the Governor may require that a new local board be appointed and certified for the local area pursuant to a reorganization plan developed by the Governor, in consultation with the chief elected official in the local area, and in accordance with the criteria established under subsection (b).
- (4) SINGLE STATE AREA- Notwithstanding subsection (b) and paragraphs (1) and (2), if a State described in section 116(b) indicates in the State plan that the State will be treated as a local area for purposes of the application of this title, the Governor may designate the State board to carry out any of the functions described in subsection (d).
- (d) FUNCTIONS OF LOCAL BOARD- The functions of the local board shall include the following:
 - (1) LOCAL PLAN- Consistent with section 118, each local board, in partnership with the chief elected official for the local area involved, shall develop and submit a local plan to the Governor.
 - (2) SELECTION OF OPERATORS AND PROVIDERS-
 - (A) SELECTION OF ONE-STOP OPERATORS- Consistent with section 121(d), the local board, with the agreement of the chief elected official-
 - (i) shall designate or certify one-stop operators as described in section 121(d)(2)(A); and
 - (ii) may terminate for cause the eligibility of such operators.
 - (B) SELECTION OF YOUTH PROVIDERS- Consistent with section 123, the local board shall identify eligible providers of youth activities in the local area by awarding grants or contracts on a competitive basis, based on the recommendations of the youth council.
 - (C) IDENTIFICATION OF ELIGIBLE PROVIDERS OF TRAINING SERVICES- Consistent with section 122, the local board shall identify eligible providers of training services described in section 134(d)(1) in the local area.
 - (D) IDENTIFICATION OF ELIGIBLE PROVIDERS OF INTENSIVE SERVICES- If the one-stop operator does not provide intensive services in a local area, the local board shall identify eligible providers of intensive services described in section 134(d)(2) in the local area by awarding contracts.
 - (3) BUDGET AND ADMINISTRATION-
 - (A) BUDGET- The local board shall develop a budget for the purpose of carrying out the duties of the local board under this section, subject to the approval of the chief elected official.
 - (B) ADMINISTRATION-
 - (i) GRANT REGIPENT-

- (i) **IN GENERAL** The chief elected official in a local area shall serve as the local grant recipient for, and shall be liable for any misuse of, the grant funds allocated to the local area under sections 128 and 133, unless the chief elected official reaches an agreement with the Governor for the Governor to act as the local grant recipient and bear such liability.
- (ii) **DESIGNATION** In order to assist in the administration of the grant funds, the chief elected official or the Governor, where the Governor serves as the local grant recipient for a local area, may designate an entity to serve as a local grant subrecipient for such funds or as a local fiscal agent. Such designation shall not relieve the chief elected official or the Governor of the liability for any misuse of grant funds as described in subclause (i).
- (iii) **DISBURSAL** The local grant recipient or an entity designated under subclause (ii) shall disburse such funds for workforce investment activities at the direction of the local board, pursuant to the requirements of this title, if the direction does not violate a provision of this Act. The local grant recipient or entity designated under subclause (ii) shall disburse the funds immediately on receiving such direction from the local board.
- (iv) **STAFF** The local board may employ staff.
- (v) **GRANTS AND DONATIONS** The local board may solicit and accept grants and donations from sources other than Federal funds made available under this Act.
- (4) **PROGRAM OVERSIGHT** The local board, in partnership with the chief elected official, shall conduct oversight with respect to local programs of youth activities authorized under section 120, local employment and training activities authorized under section 124, and the one-stop delivery system in the local area.
- (5) **NEGOTIATION OF LOCAL PERFORMANCE MEASURES** The local board, the chief elected official, and the Governor shall negotiate and reach agreement on local performance measures as described in section 136(e).
- (6) **EMPLOYMENT STATISTICS SYSTEM** The local board shall assist the Governor in developing the statewide employment statistics system described in section 15(e) of the Wagner Peyster Act.
- (7) **EMPLOYER LINKAGES** The local board shall coordinate the workforce investment activities authorized under this subtitle and carried out in the local area with economic development strategies and develop other employer linkages with such activities.
- (8) **CONNECTING, BROKERING, AND COACHING** The local board shall promote the participation of private sector employers in the statewide workforce investment system and ensure the effective provision, through the system, of connecting, brokering, and coaching activities, through intermediaries such as the one-stop operator in the local area or through other organizations, to assist such employers in meeting hiring needs.

(d) **FUNCTIONS OF THE LOCAL WORKFORCE INVESTMENT BOARD, THE CHIEF LOCAL ELECTED OFFICIAL, AND THE LOCAL MASTER PARTNERSHIP**

- (1) It shall be the responsibility of the local workforce investment board to provide policy guidance for, and exercise oversight with respect to, activities under the local workforce investment plan for the local workforce investment area in partnership with the unit or units of general local government within the local workforce investment area.
- (2) The board, in accordance with an agreement or agreements (to be known as the "Master Partnership Agreement") with the appropriate chief elected official or officials specified in subsection 117(d)(3), shall:
 - (A) determine procedures for the development of the local workforce investment plan, which may provide for the preparation of all or any part of the plan
 - (i) by the board;
 - (ii) by any unit of general local government in the local workforce investment area or by an agency thereof; or
 - (iii) by such other methods or institutions as may be provided in such agreement; and
 - (B) select as a grant recipient and entity to administer the local workforce investment plan (which may be separate entities):
 - (i) the board;
 - (ii) a unit of general local government in the local workforce investment area, or any agency thereof;
 - (iii) a nonprofit private organization or corporation;
 - (iv) any other agreed upon entity or entities; and

- (v) *a description of how any other authorities and all liabilities for any misuse of grant funds under the local workforce investment plan shall be shared by the local workforce investment board and the chief local elected official or officials.*
- (C) *The board is authorized to provide oversight of the programs conducted under the local workforce investment plan in accordance with procedures established in the Master Partnership Agreement. In order to carry out this paragraph, the board shall have access to such information concerning the operations of such programs as is necessary.*
- (D) *Within thirty days of its formation, a copy of the executed "Master Partnership Agreement" shall be provided to the Governor. While such an agreement shall not be subject to the Governor's approval, the consequences of such an agreement (e.g., the designations of the subgrant recipient, of the administrative entity, and of any of the Partnership's other agents, etc.) may be subject to the Governor's approvals in the separate plans.*
- (3) *For purposes of subsection 117 (d)(2), the appropriate chief elected official or officials means-*
 - (A) *the chief elected official of the sole unit of general local government in the local workforce investment area,*
 - (B) *the individual or individuals selected by the chief elected officials of all units of general local government in such area as their authorized representative, or*
 - (C) *In the case of a local workforce investment area designated under section 116 (a)(2)(B), the representative of the chief elected official for such area (as defined in section 101 (6)(B)).*
- (4) *No local workforce investment plan prepared under section 118 may be submitted to the Governor unless*
 - (A) *the plan has been approved by the board and by the appropriate chief elected official or officials specified in subsection 117 (d)(3); and*
 - (B) *the plan is submitted jointly by the board and such official or officials.*
- (5) *In order to carry out its functions under this Act, the board-*
 - (A) *and the appropriate chief elected official or officials specified in subsection 117 (d)(3) shall ... prepare and approve a budget for carrying out all duties and responsibilities specified in the local workforce investment plan; and*
 - (B) *may hire staff, incorporate, and solicit and accept contributions and grant funds from other public and private sources to be administered with or separately from those received under the local workforce investment plan.*
- (6) *As used in this section, the term "oversight" means reviewing, monitoring, and evaluating. (lc.)*
- (e) **SUNSHINE PROVISION-** The local board shall make available to the public, on a regular basis through open meetings, information regarding the activities of the local board, including information regarding the local plan prior to submission of the plan, and regarding membership, the designation and certification of one-stop operators, and the award of grants or contracts to eligible providers of youth activities, and on request, minutes of formal meetings of the local board.
- (f) **LIMITATIONS-**
 - (1) **TRAINING SERVICES-**
 - (A) **IN GENERAL-** Except as provided in subparagraph (B), no local board may provide training services described in section 134(d)(4).
 - (B) **WAIVERS OF TRAINING PROHIBITION-** The Governor of the State in which a local board is located may, pursuant to a request from the local board, grant a written waiver of the prohibition set forth in subparagraph (A) (relating to the provision of training services) for a program of training services, if the local board–
 - (i) submits to the Governor a proposed request for the waiver that includes–
 - (I) satisfactory evidence that there is an insufficient number of eligible providers of such a program of training services to meet local demand in the local area;
 - (II) information demonstrating that the board meets the requirements for an eligible provider of training services under section 122; and (III) information demonstrating that the program of training services prepares participants for an occupation that is in demand in the local area;
 - (ii) makes the proposed request available to eligible providers of training services and other interested members of the public for a public comment period of not less than 30 days; and
 - (iii) includes, in the final request for the waiver, the evidence and information described in clause (i) and the comments received pursuant to clause (ii).

- (C) DURATION- A waiver granted to a local board under subparagraph (B) shall apply for a period of not to exceed 1 year. The waiver may be renewed for additional periods of not to exceed 1 year, pursuant to requests from the local board, if the board meets the requirements of subparagraph (B) in making the requests.
- (D) REVOCATION- The Governor may revoke a waiver granted under this paragraph during the appropriate period described in subparagraph (C) if the State determines that the local board involved has engaged in a pattern of inappropriate referrals to training services operated by the local board.
- (2) CORE SERVICES; INTENSIVE SERVICES; DESIGNATION OR CERTIFICATION AS ONE-STOP OPERATORS- A local board may provide core services described in section 134(d)(2) or intensive services described in section 134(d)(3) through a one-stop delivery system described in section 134(c) or be designated or certified as a one-stop operator only with the agreement of the chief elected official and the Governor.
- (3) LIMITATION ON AUTHORITY- Nothing in this Act shall be construed to provide a local board with the authority to mandate curricula for schools.
- (g) CONFLICT OF INTEREST- A member of a local board may not-
 - (1) vote on a matter under consideration by the local board-
 - (A) regarding the provision of services by such member (or by an entity that such member represents); or
 - (B) that would provide direct financial benefit to such member or the immediate family of such member; or
 - (2) engage in any other activity determined by the Governor to constitute a conflict of interest as specified in the State plan.
- (h) YOUTH COUNCIL-
 - (1) ESTABLISHMENT- There shall be established, as a subgroup within each local board, a youth council appointed by the local board, in cooperation with the chief elected official for the local area.
 - (2) MEMBERSHIP- The membership of each youth council--
 - (A) shall include-
 - (i) members of the local board described in subparagraph (A) or (B) of subsection (b)(2) with special interest or expertise in youth policy;
 - (ii) representatives of youth service agencies, including juvenile justice and local law enforcement agencies;
 - (iii) representatives of local public housing authorities;
 - (iv) parents of eligible youth seeking assistance under this subtitle;
 - (v) individuals, including former participants, and representatives of organizations, that have experience relating to youth activities; and
 - (vi) representatives of the Job Corps, as appropriate;
 - (B) may include such other individuals as the chairperson of the local board, in cooperation with the chief elected official, determines to be appropriate.
 - (3) RELATIONSHIP TO LOCAL BOARD- Members of the youth council who are not members of the local board described in subparagraphs (A) and (B) of subsection (b)(2) shall be voting members of the youth council and nonvoting members of the board. (/b.)
 - (4) DUTIES- The duties of the youth council include-
 - (A) developing the portions of the local plan relating to eligible youth, as determined by the chairperson of the local board;
 - (B) subject to the approval of the local board and consistent with section 123--
 - (i) recommending eligible providers of youth activities, to be awarded grants or contracts on a competitive basis by the local board to carry out the youth activities; and
 - (ii) conducting oversight with respect to the eligible providers of youth activities, in the local area;
 - (C) coordinating youth activities authorized under section 129 in the local area; and
 - (D) other duties determined to be appropriate by the chairperson of the local board.
 - (i) ALTERNATIVE ENTITY-
 - (1) IN GENERAL- For purposes of complying with subsections (a), (b), and (c), and paragraphs (1) and (2) of subsection (h), a State may use any local entity (including a local council, regional workforce development board, or similar entity) that-
 - (A) is established to serve the local area (or the service delivery area that most closely corresponds to the local area);
 - (B) is in existence on December 31, 1997;

- (C)
 - (i) is established pursuant to section 102 of the Job Training Partnership Act, as in effect on December 31, 1997; or
 - (ii) is substantially similar to the local board described in subsections (a), (b), and (c), and paragraphs (1) and (2) of subsection (h); and
- (D) includes-
 - (i) representatives of business in the local area; and
 - (ii)
 - (I) representatives of labor organizations (for a local area in which employees are represented by labor organizations), nominated by local labor federations; or
 - (II) (for a local area in which no employees are represented by such organizations), other representatives of employees in the local area.
- (2) REFERENCES- References in this Act to a local board or a youth council shall be considered to include such an entity or a subgroup of such an entity, respectively.

Footnotes:

/a. The term "representatives" should be interpreted to mean "one or more".

/b. Eliminations proposed primarily because of the applications of section 117 (g) which would prohibit such representatives from participating in or voting on most of the business that would be considered by the Local Workforce Investment Board.

/c. With the exception of the underlined words, all suggested substitute language for section 117 (d) of the *Workforce Investment Act* has been excerpted *verbatim* from section 103 of the *Job Training Partnership Act*.

/d. If this proposed language is acceptable, additional conforming interpretations or amendments are needed for subsections 118 (a), 118 (b)(2)(B), 118 (c), 118 (d), and 136 (c).

